



CITY OF NORTH BAY

2021

FINAL

OPERATING BUDGET

**CITY OF NORTH BAY
2021
OPERATING BUDGET INDEX**

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Annual General Levy Summary

Budget Year: 2021

YTD End Date: December 2020

Execution Date: February 17, 2021

	2019 Actuals	2020 Actuals YTD *	2020 Budget	2021 Approved	Variance Increase/ (Decrease)	Change %
Community Services						
ARENA SERVICES	1,562,478	1,311,106	1,796,385	1,832,428	36,043	2.01 %
BUILDING	53,117	289,084	76,336	102,768	26,432	34.63 %
COMMUNITY DEVELOPMENT & GROWTH	253,069	264,071	275,225	193,516	(81,709)	-29.69 %
ECONOMIC DEVELOPMENT	716,257	687,476	875,270	867,129	(8,141)	-0.93 %
FIRE DEPARTMENT	13,607,275	13,237,464	13,381,350	13,014,110	(367,240)	-2.74 %
PARKS REVENUES	(183,030)	(268,010)	(206,400)	(206,400)	0	0.00 %
PLANNING DEPARTMENT	320,598	412,366	376,088	422,695	46,607	12.39 %
REC, LEISURE, & CULTURAL SERVICES	1,082,201	941,251	1,185,822	1,176,114	(9,708)	-0.82 %
Total Community Services:	17,411,965	16,874,808	17,760,076	17,402,360	(357,716)	-2.01 %
Corporate Services						
COUNCIL SECRETARIAT	329,674	373,946	394,546	353,120	(41,426)	-10.50 %
CUSTOMER SERVICE CENTRE	200,519	235,182	255,474	272,897	17,423	6.82 %
FINANCIAL SERVICES	1,408,174	1,536,352	1,521,242	1,501,578	(19,664)	-1.29 %
HUMAN RESOURCES	938,992	886,269	1,124,884	1,124,023	(861)	-0.08 %
INFORMATION SYSTEMS	994,750	1,072,501	1,617,275	1,739,188	121,913	7.54 %
LEGAL DEPARTMENT - GENERAL	329,915	457,726	483,271	480,308	(2,963)	-0.61 %
LEGAL DEPARTMENT - POA	(4,662)	76,467	(136,323)	32,529	168,852	123.86 %
Total Corporate Services:	4,197,362	4,638,443	5,260,369	5,503,643	243,274	4.62 %
General Government Activities						
FINANCIAL EXPENSES	17,959,796	19,058,223	19,165,847	21,271,005	2,105,158	10.98 %
GENERAL REVENUES	(101,381,189)	(105,964,947)	(12,706,854)	(12,568,272)	138,582	1.09 %
MAYOR & COUNCIL	434,602	442,746	631,476	624,607	(6,869)	-1.09 %
OFFICE OF THE CAO	425,052	462,124	409,364	422,478	13,114	3.20 %
Total General Government Activities:	(82,561,739)	(86,001,854)	7,499,833	9,749,818	2,249,985	30.00 %
Infrastructure and Operations						
AQUATIC CENTRE	313,242	277,225	344,650	349,000	4,350	1.26 %
CITY HALL FACILITIES	601,516	730,087	655,733	614,969	(40,764)	-6.22 %
ENGINEERING SERVICES	690,685	652,798	926,811	950,601	23,790	2.57 %
ENVIRONMENTAL SERVICES	1,217,619	1,466,548	842,954	805,608	(37,346)	-4.43 %
FLEET MANAGEMENT	0	1,626	0	0	0	0.00 %
KINGS LANDING	(9,635)	(19,768)	(1,091)	3,713	4,804	440.33 %
MARINA	0	7,221	0	0	0	0.00 %
PARKING OPERATIONS	(230,997)	30,529	(9,926)	24,456	34,382	346.38 %
PARKS - OPERATIONS	3,920,037	3,462,820	4,062,048	3,984,214	(77,834)	-1.92 %
ROADS DEPARTMENT	8,349,659	8,742,751	8,769,051	8,885,713	116,662	1.33 %
STORM SEWERS	602,092	595,555	591,604	587,805	(3,799)	-0.64 %
TRANSIT	4,497,080	4,395,832	4,525,024	4,325,026	(199,998)	-4.42 %
WORKS DEPT ADMINISTRATION	836,574	849,976	827,145	774,892	(52,253)	-6.32 %
Total Infrastructure and Operations:	20,787,872	21,193,200	21,534,003	21,305,997	(228,006)	-1.06 %
Service Partners						
INVEST NORTH BAY DEVELOPMENT CORPORATION	390,000	140,000	140,000	140,000	0	0.00 %



Annual General Levy Summary

Budget Year: 2021

YTD End Date: December 2020

Execution Date: February 17, 2021

	2019 Actuals	2020 Actuals YTD *	2020 Budget	2021 Approved	Variance Increase/ (Decrease)	Change %
SERVICE PARTNERS	39,774,540	41,288,764	41,601,160	42,859,866	1,258,706	3.03 %
Total Service Partners:	40,164,540	41,428,764	41,741,160	42,999,866	1,258,706	3.02 %
Levy Grand Total:	0	(1,866,639)	93,795,441	96,961,684	3,166,243	3.38 %
Real Growth:				(363,917)		
Levy Change After Growth:	0	(1,866,639)	93,795,441	96,597,767	2,802,326	2.99 %

* Actuals subject to year-end adjustments and accruals. Please note that accruals are as of February 17, 2021.

** Totals may vary slightly from computer generated budget reports due to rounding



City of North Bay Report to Council

Report No: CORP 2020 - 96

Date: November 13, 2020

Originator: Margaret Karpenko

Business Unit: Corporate Services

Department: Financial Services

Subject: 2021 General Operating Budget

Closed Session: yes no

Recommendation

That the 2021 Administration Operating Budget be received and referred to the Special Committee meetings.

Background

During September and October, management team members met with the Chief Administrative Officer, Chief Financial Officer, and finance staff to review the Preliminary General Operating Budget submissions. The proposed 2021 Administration Recommended Operating Budget is attached to this report as Appendix A. Detailed budget estimates have been established by each department based on the operational knowledge and expertise of supervisors and managers.

To date, the budget process has included two town hall webcasts and collection of community suggestions via emails. This has provided Council with an opportunity to understand public needs, wants and concerns.

The 2021 Budget Schedule, Report to Council No. CORP 2020-104, was prepared based on the overall objective of having the budget process completed and approved by Council by year-end.

The City and the community continue to adapt and manage through the COVID-19 pandemic and the future impact on the City's operations remains uncertain. The budget contains several management assumptions with respect to the COVID-19 pandemic recovery and it is possible that some service areas may be affected for a longer period of time. The 2021 budget supports the continuation of existing service levels through the use of one-time reserve funding. A total of \$1.44 million from the tax rate stabilization reserve is planned to be used to offset one-time revenue losses or expense increases with the expectation that operations will resume to normal levels in 2022. However, there are certain service areas, such as Transit, where user pay services may take several years to recover. In these instances, the City will have to slowly reduce the use of funding from the Tax Rate Stabilization reserve in order to mitigate any sharp increases in future tax levies. Throughout 2021, staff will continue to assess the impacts of COVID-19 to determine which impacts may become permanent and require budget adjustments in future years.

Economic Outlook

As part of the 2021 budget process, Deputy Mayor and Budget Chief, Tanya Vrebosch called an economic and employment update meeting of community stakeholders in order to gain insights regarding the impacts of the COVID-19 pandemic and what this will mean to businesses in 2021. The pandemic remains a fluid situation and the impacts to our business community have

been significant and varied. Many observations were captured during the meeting for consideration during budget deliberations. Key observations have been summarized as follows:

- Recognizing that all sectors of our local economy have been impacted by the pandemic, some were impacted more severely than others. Sectors facing particular concern during the shutdown were those operations that rely heavily on consumer spending and engagement such as tourism and hospitality, retail along with personal and professional services and the creative sector. Among those heavily hit are small businesses and those who are self-employed.
 - Although not all sectors were able to take advantage of public funding support, some businesses have benefited from relief programs. Some, particularly in manufacturing, have been able to be innovative and pivot products/services to meet the changing market demands. Retailers who were either already engaged in online commerce or able to quickly pivot their sales strategies have fared reasonably well. Programs such as the *Digital Main Street* and *Future Proofing* have been deployed locally to help assist those who require resources and support to enhance their online presence.
 - According to *Labour Focus* reports produced by The Labour Market Group, more than half of Ontario businesses experienced a year-over-year drop in revenue between April 2019 and April 2020 of more than 30%. Employment trends in Northeastern Ontario follow similar patterns when compared to Ontario as a whole with unemployment rates spiking May through July. April 2020 saw a drop of 59.4% in the number of job postings within the district but the number of job postings has increased and is now on par with pre-pandemic monthly averages.
 - Businesses continue to face workforce challenges associated with skills gaps and recruitment. The unintended consequences of COVID-19 relief programs like CERB seem to be compounding workforce challenges including new recruitment, which impacts business growth. The termination of these temporary support programs will be felt in 2021 and will likely coincide with potential impacts to the transformation of local employment services delivery.
 - Moving forward, reliable access to public transit will remain important to employers looking to attract workers and investments in critical infrastructure such as telecommunications that enable remote working. These services are important not only to our local business community and residents, but also to those currently considering relocating to and investing in our community.
 - 2020 saw North Bay's highest single family dwelling housing start since 2012 and can be attributed somewhat to a strong real estate market fuelled in part by an increased interest to move out of larger urban centres.
 - Businesses recognize the need for growth and are looking to the municipality to be prudent and strike a balanced approach moving forward. Priority projects resulting in significant capital pressures require careful consideration. With a quiet optimism for 2021, businesses continue to struggle while looking for opportunities to pivot, innovate and grow in the face of the pandemic.
-

Financial/Legal Implications

The operating budget endeavors to balance various pressures the City must consider on an annual basis including inflation, capital investment, offset with changes in user fee revenues, efficiencies and service reductions. The tax levy increase included in the proposed 2021 Operating Budget is 3.83% or \$3,595,577. This does not include proposed Service Level Changes (SLCs) attached at the end of the budget package.

Corporate Strategic Plan

- Natural North and Near
- Economic Prosperity
- Affordable Balanced Growth
- Spirited Safe Community
- Responsible and Responsive Government

Specific Objectives

- Provide smart, cost effective services and programs to residents and businesses
 - Ensure that Council and staff have a shared perception of goals
 - Ensure the efficient and effective operations of the city, with particular consideration to the impact of decisions on the property tax rate
 - Promote and encourage arts and culture as a cornerstone of a dynamic community
-

Options/Analysis

The 2021 General Operating Budget was prepared with the following guidelines:

Consultative Budget Methodology:

Managers and supervisor's knowledge of their operations continues to be united with financial budgets and actual expense projections. This practice has led to the development of a 2021 budget with sound philosophies and estimates.

User Fees:

Report to Council CORP 2018-94 established a user fee by-law for the next four year term of Council from 2019 to 2022. The 2021 user fee amendments were tabled in Report to Council CORP 2020-102 City of North Bay User Fees. The enclosed 2021 Budget reflects presented user fees.

Other Revenue Estimates:

These estimates are based on trends, historical data, current rates, approved rate increases, projections and any known revenue reductions.

OMPF:

The Ontario Municipal Partnership Fund (OMPF) is the Province's main transfer payment to municipalities. The enclosed 2021 Budget includes the City's allocation of \$10,094,200 which represents a decrease of (\$113,600) over the 2020 OMPF allocation.

Service Delivery:

The preliminary budget was prepared with Management's projections and cost estimates to deliver existing service levels. Suggestions that provide Council with options to change the current level of service have been included in the Service Level section at the end of the budget package.

Additional costs or savings resulting from proposed Service Level Changes have been included in the bottom section of the Annual General Levy Summary (page 6 of Appendix A).

Expenditures:

These represent management's best estimates to deliver the current level of service.

Management's estimates include:

- Annualized approved Council initiatives
- Inclusion of contractual agreements (landfill, waste collection, Para Bus, etc.)
- Legislated changes (i.e. mandatory training, safety guideline changes, legal costs, etc.)
- Expected future operational requirements and needs

Utility Costs:

Budget estimates take into consideration the prior year's data, projected actual billings as well as expected future trends. Calculations include such items as the benefit of energy efficiencies gained through capital investments and enhanced education programs to improve energy conservation. The enclosed budget assumes hydro costs will increase by 1.1% and natural gas by 3.4% from the 2020 projected year-end actuals.

Fuel:

Fuel costs are estimated based on the anticipated usage for 2021 and the average fuel rate of \$1.014 per litre. This figure includes the \$0.022 per litre for the phase-in of the federal carbon tax. The federal carbon tax on fuels came into effect on April 1, 2019.

Staff Complement:

All staffing costs and Full Time Equivalents (FTE), including positions grant funded or directly related to Capital, are reported in the personnel costs with any associated offsetting revenues being recorded accordingly.

Fringe Benefits:

Staff benefit costs have been updated by the Finance Department and are reflected within the departments that individuals are assigned. Benefits include items such as Employment Insurance, Canada Pension Plan, WSIB, OMERS, EHT, LTD, Life, AD&D, dental and major medical.

Insurance:

Based on current information, these costs are estimated to increase by 10% upon renewal. The City's insurance period is from May to April. Therefore, the first 4 months of 2020 is known and the increase is applicable to the remaining 8 months.

Debenture Financing:

As per the City's Long-Term Capital Funding Policy, the annual funding allowance for the General Capital Budget includes \$8.5 million in debt financing to support capital projects. The corresponding principal and interest payments are budgeted within the General Operating Budget. The 2021 forecasted principal and interest payments includes an adjustment for the debt authority recommended to be cancelled as outlined in the 2021 Capital Budget Report to Council No. 2020-120.

Service Partners:

Service Partner budgets represent services that are funded by property taxes in which City Council does not have direct oversight of the boards and agencies; however, City Council is responsible for funding them, in whole or in part. The most notable Service Partners include: North Bay Police

Services, North Bay Public Library, Cassleholme, District Social Services Administration Board, MPAC, North Bay Parry Sound District Health Unit and the North Bay-Mattawa Conservation Authority. In early fall, Service Partners received a letter from the City's CFO outlining budget timelines. The documents requested that each Service Partner communicate its operating budget target to the Chief Financial Officer. The enclosed budget includes projections which are based on varying levels of information and discussions with certain service partners. As with every budget year, the City is holding the risk should estimates be off or if there are shifts in apportionments.

Mayor's Plan:

The 2021 Budget includes a planned transfer from reserve in the amount of \$309,745 as part of the Mayor's Plan. Only the portion required to balance the year-end results will be transferred from reserve at year-end and the unused portion will remain in the reserve and can be applied towards future years' budgets in accordance with Council authorization.

Risks:

As with any budget, there are risks associated with forecasting expenditures and revenues. A contingency allowance of \$206,502 is included in the operating budget to provide funding for one-time expenditures that were not known or expected at the time the operating budget was approved by Council. The establishment of an appropriate contingency budget is necessary in order to provide administration with the ability to react to unforeseen events that may occur during the year without placing immediate financial pressure on the current budget or the City's reserve balances. A reasonable contingency allowance of ½ percent of the gross operating budget, or approximately \$701,392, would better able the City to absorb reasonable levels of fluctuations expected for a budget of this magnitude.

The New Experimental Experience Rating (NEER) program administered by WSIB compared the expected cost of claims to the actual NEER cost and a portion of the difference was either refunded or charged back annually to the employer. As of January 1st 2020, a new WSIB methodology along with rates was realized that encompasses a base rate plus experience premium. The adjusted base rate has been included in the presented budget. Additional experience rate premiums are unknown at the date of this report. The City has a WSIB reserve (99508R) which was established from past NEER rebates. The balance in the reserve at the date of the report is \$297,127.

COVID-19:

The year ahead still poses challenges and contains many unknowns, but a long history of careful financial stewardship has made the City resilient. With the continued commitment from our federal and provincial partners, the City is on solid footing as we work towards a vibrant future and continue to meet the challenges of the changing world in which we live. The 2021 Draft Budget has been cautiously developed while the City awaits further information on additional municipal funding from the federal and provincial Phase 2 Safe Restart funding. Phase 2 funding will help the City to preserve its reserves for the financial burden that will likely continue in subsequent years. Difficult decisions were made in 2020 to generate savings to offset COVID-19 costs/revenue losses; however, the savings are not sustainable and the City's reserves will be critical in offsetting and stabilizing the 2021 and 2022 operating budgets potentially leaving the City vulnerable in future years. As per the strategy outline in the September 30th Variance Report to Council No. CORP 2020-97, the anticipated surplus in 2020 (approximately \$900,000) will be

transferred to the tax rate stabilization reserve to partially offset the 2021 anticipated reserve funding in the amount of \$1.44 million.

Reserves:

The establishment of reserves assists to stabilize tax rates by offsetting the budget effects that would otherwise be one time in nature as well as those caused by uncontrollable events or activities that can be phased in. As noted in this report, 2021 is a budget year which aligns with the intended purpose of the below reserves. The balance in the associated reserves at the date of this report is as follows:

- Tax Stabilization Reserve (99529R): \$2,887,719
- Operating Budget Contingency (99557R): \$1,208,860

* Note the above balances are subject to year-end accruals and allocations.

The 'Tax Stabilization Reserve' balance is currently well below the City's targeted level of 5% to 10% of the total municipal tax levy being \$4.9 million to \$9.7 million for 2021 (based on municipal levy before the inclusion of service level changes). In addition, the 'Operating Budget Contingency Reserve' is slightly below the City's targeted level of 1% of the 2021 gross operating budget, being approximately \$1.4 million.

The City of North Bay's Reserve Policy forms a critical component of the municipality's Long-Term Financial Plan. The above noted reserves are the primary reserves relating to the Operating Budget.

Recommendation

That the 2021 Administration Operating Budget be received and referred to the Special Committee meetings.

Respectfully submitted,

Margaret Karpenko, CPA, CMA
Chief Financial Officer / Treasurer

We concur in this report and recommendation.

Karen McIsaac
City Clerk

Peter Leckie
City Solicitor

Erin Richmond
Manager Economic Development

Lea Janisse
Chief Human Resources & Information
Officer

Jason Whiteley
Fire Chief

Ian Kilgour
Director, Community Development & Growth

John Severino, P.Eng., MBA
City Engineer, Infrastructure &
Operations

Domenic Schiavone
Director of Public Works and Parks

David Euler, P.Eng., PMP
Chief Administrative Officer

Personnel designated for continuance: Chief Financial Officer/Treasurer
Attachments: Appendix A – 2021 Administration Recommended Operating Budget



Annual General Levy Summary

Budget Year: 2020

YTD End Date: November 2020

Execution Date: November 13, 2020

	2019 Actuals	2020 Actuals YTD *	2020 Budget	2021 Council Review	Variance Increase /(Decrease)	Change %
Community Services						
ARENA SERVICES	1,562,478	1,684,785	1,796,385	1,868,792	72,407	4.03%
BUILDING	53,117	318,368	76,336	79,270	2,934	3.84%
COMMUNITY DEVELOPMENT & GROWTH	253,069	212,799	275,225	193,516	(81,709)	-29.69%
ECONOMIC DEVELOPMENT	716,257	581,342	875,270	883,129	7,859	0.90%
FIRE DEPARTMENT	13,607,275	10,812,776	13,381,350	13,014,110	(367,240)	-2.74%
PARKS REVENUES	(183,030)	(36,470)	(206,400)	(206,400)	0	0.00%
PLANNING DEPARTMENT	320,598	331,514	376,088	435,188	59,100	15.71%
REC, LEISURE, & CULTURAL SERVICES	1,082,201	804,164	1,185,822	1,194,393	8,571	0.72%
Total Community Services:	17,411,965	14,709,278	17,760,076	17,461,998	(298,078)	-1.68%
Corporate Services						
COUNCIL SECRETARIAT	329,674	323,443	394,546	360,720	(33,826)	-8.57%
CUSTOMER SERVICE CENTRE	200,519	271,670	255,474	272,897	17,423	6.82%
FINANCIAL SERVICES	1,408,174	1,208,986	1,521,242	1,502,578	(18,664)	-1.23%
HUMAN RESOURCES	938,992	758,199	1,124,884	1,124,023	(861)	-0.08%
INFORMATION SYSTEMS	994,750	913,828	1,617,275	1,689,188	71,913	4.45%
LEGAL DEPARTMENT - GENERAL	329,915	400,506	483,271	480,308	(2,963)	-0.61%
LEGAL DEPARTMENT - POA	(4,662)	263,170	(136,323)	32,529	168,852	123.86%
Total Corporate Services:	4,197,362	4,139,802	5,260,369	5,462,243	201,874	3.84%
General Government Activities						
FINANCIAL EXPENSES	17,959,796	20,280,004	19,165,847	21,097,339	1,931,492	10.08%
GENERAL REVENUES	(101,381,189)	(105,902,994)	(12,706,854)	(12,178,272)	528,582	4.16%
MAYOR & COUNCIL	434,602	385,490	631,476	631,807	331	0.05%
OFFICE OF THE CAO	425,052	372,168	409,364	423,478	14,114	3.45%
Total General Government Activities:	(82,561,739)	(84,865,332)	7,499,833	9,974,352	2,474,519	32.99%
Infrastructure and Operations						
AQUATIC CENTRE	313,242	229,452	344,650	349,000	4,350	1.26%
CITY HALL FACILITIES	601,516	531,648	655,733	614,969	(40,764)	-6.22%
ENGINEERING SERVICES	690,685	561,874	926,811	968,284	41,473	4.47%
ENVIRONMENTAL SERVICES	1,217,619	646,912	842,954	979,837	136,883	16.24%
FLEET MANAGEMENT	0	(212,208)	0	0	0	0.00%
KINGS LANDING	(9,635)	6,971	(1,091)	3,713	4,804	440.33%
MARINA	0	4,559	0	0	0	0.00%
PARKING OPERATIONS	(230,997)	20,352	(9,926)	37,762	47,688	480.44%
PARKS - OPERATIONS	3,920,037	3,056,895	4,062,048	4,048,415	(13,633)	-0.34%
ROADS DEPARTMENT	8,349,659	6,816,017	8,769,051	8,930,841	161,790	1.85%
STORM SEWERS	602,092	430,526	591,604	587,805	(3,799)	-0.64%
TRANSIT	4,497,080	4,139,628	4,525,024	4,325,026	(199,998)	-4.42%
WORKS DEPT ADMINISTRATION	836,574	661,904	827,145	779,892	(47,253)	-5.71%
Total Infrastructure and Operations:	20,787,872	16,894,530	21,534,003	21,625,544	91,541	0.43%



Annual General Levy Summary

Budget Year: 2020

YTD End Date: November 2020

Execution Date: November 13, 2020

Service Partners

INVEST NORTH BAY DEVELOPMENT CORPORATION	390,000	140,000	140,000	140,000	0	0.00%
SERVICE PARTNERS	39,774,540	40,755,261	41,601,160	42,726,881	1,125,721	2.71%
Total Service Partners:	40,164,540	40,895,261	41,741,160	42,866,881	1,125,721	2.70%
Levy Grand Total:	0	(8,226,461)	93,795,441	97,391,018	3,595,577	3.83%

Service Level Changes

Community Services - Firefighters	109,159
Community Services - Public Art Advisory	15,000
Community Services - Property Standards Officer	23,498
Corporate Services - New Electronic/Digital Signature & Document Viewer	50,000
General Government - Interest Relief	180,648
Infrastructure & Operations - Backyard Composting	4,000
Infrastructure & Operations - Clean Green Beautiful	10,000
Infrastructure & Operations - Fall Leaf and Yard Waste Program	48,814
Infrastructure & Operations - User Pay Garbage	(18,142)
Service Partners - North Bay Jack Garland Airport	0
Levy Change After Service Level Changes:	97,813,995
	4,018,554
	4.28%

* Actuals subject to year-end adjustments and accrual

** Totals may vary slightly from computer generated budget reports due to rounding

*** Actuals on this report may vary from the individual executive reports due to timing of printing

Summary of Special Committee Meeting Adjustments

Budget Year: 2021

	2020 Budget	2021 Council Review	Variance Inc./Dec.)	Change %
Total Levy As Submitted in CORP 2020-96	93,795,441	97,391,018	3,595,577	3.83%
Committee Meeting Changes & Adjustments				
Service Level Changes <u>not</u> Accepted				
SLC - General Government - Interest Relief	180,648			
SLC - Backyard Composting	4,000			
SLC - Fall Leaf and Yard Waste Program	48,814			
Service Level Changes Accepted during the Committee Meeting				
SLC - Increase in Firefighters		0		
SLC - Public Art Advisory		15,000		
SLC - Property Standard Officer - 2 yr contract position		23,498		
SLC - New Electronic/Digital Signature and Document Viewer		50,000		
SLC - Clean Green Beautiful		10,000		
SLC - User Pay Garbage		(18,142)		
SLC - North Bay Jack Garland Airport to be funded by reserves		0		
Committee Adjustments following Preliminary Package				
Cassellholme Adjustment to 2.5%		13,240		
Health Unit Adjustment to 0%		(95,465)		
Capitol Center Adjustment		13,385		
Decrease in Advertising and Promotion - Council Secretariat		(3,000)		
Police Adjustment to 4.57%		(94,300)		
Library Adjustment to 0%		(66,575)		
DNSSAB Adjustment to 1.97%		85,700		
Hardship Program to be funded by reserves		0		
WSIB costs Increase - City		524,566		
WSIB costs increase - Police		277,000		
Additional Reserve Funding - Tax Stabilization		(375,000)		
Student FTE Reduction		(151,213)		
CPI Increase to Council wages		(2,121)		
GG/Corporate Services - Additional savings identified		(51,700)		
Growth and Community Services - Additional savings identified		(32,020)		
Infrastructure and Operations - Additional savings identified		(162,187)		
Increase transfer from Mayor's Plan Reserve		(390,000)		
Levy Change After Service Level Changes & Adjustments		96,961,684	3,166,243	3.38%
Growth		(363,917)		
		96,597,767	2,802,326	2.99%

General Government Committee Report No. 2021-03

February 9, 2021

To The Council
Of The Corporation
Of The City Of North Bay

Your Worship and Councillors:

The General Government Committee presents Report No. 2021-03 and recommends:

That:

1. The 2021 Gross Operating Expenses included in the Operating Budget in the amount of \$129,109,217 (save and except the District of Nipissing Social Services Administration Board levy of \$12,820,073) be approved.
2. The 2021 Tax Levy of \$96,961,684 as summarized in attached Appendix A be approved.
3. The Chief Financial Officer be authorized to process all transfers to and from reserve funds included in the 2021 Operating Budget.
4. The Chief Financial Officer be authorized to transfer \$13,715,309 from the Operating Fund to the Capital Fund to finance approved capital projects that would otherwise require debenture issuance to fund (Net Capital Levy in Operating Budget). This is often referred to as the "Pay As You Go" funding for capital projects.

All of which is respectfully submitted.



Appendix A

Annual General Levy Summary

Budget Year: 2021

YTD End Date: December 2020

Execution Date: January 26, 2021

	2019 Actuals	2020 Actuals YTD *	2020 Budget	2021 Approved	Variance Increase/ (Decrease)	Change %
Community Services						
ARENA SERVICES	1,562,478	1,242,480	1,796,385	1,832,428	36,043	2.01%
BUILDING	53,117	270,043	76,336	102,768	26,432	34.63%
COMMUNITY DEVELOPMENT & GROWTH	253,069	255,144	275,225	193,516	(81,709)	-29.69%
ECONOMIC DEVELOPMENT	716,257	675,172	875,270	867,129	(8,141)	-0.93%
FIRE DEPARTMENT	13,607,275	12,783,832	13,381,350	13,014,110	(367,240)	-2.74%
PARKS REVENUES	(183,030)	(268,010)	(206,400)	(206,400)	0	0.00%
PLANNING DEPARTMENT	320,598	395,753	376,088	422,695	46,607	12.39%
REC, LEISURE, & CULTURAL SERVICES	1,082,201	921,436	1,185,822	1,176,114	(9,708)	-0.82%
Total Community Services:	17,411,965	16,275,850	17,760,076	17,402,360	(357,716)	-2.01%
Corporate Services						
COUNCIL SECRETARIAT	329,674	356,821	394,546	353,120	(41,426)	-10.50%
CUSTOMER SERVICE CENTRE	200,519	224,135	255,474	272,897	17,423	6.82%
FINANCIAL SERVICES	1,408,174	1,494,067	1,521,242	1,501,578	(19,664)	-1.29%
HUMAN RESOURCES	938,992	874,764	1,124,884	1,124,023	(861)	-0.08%
INFORMATION SYSTEMS	994,750	1,095,489	1,617,275	1,739,188	121,913	7.54%
LEGAL DEPARTMENT - GENERAL	329,915	446,919	483,271	480,308	(2,963)	-0.61%
LEGAL DEPARTMENT - POA	(4,662)	55,831	(136,323)	32,529	168,852	123.86%
Total Corporate Services:	4,197,362	4,548,026	5,260,369	5,503,643	243,274	4.62%
General Government Activities						
FINANCIAL EXPENSES	17,959,796	19,459,764	19,165,847	21,271,005	2,105,158	10.98%
GENERAL REVENUES	(101,381,189)	(106,228,433)	(12,706,854)	(12,568,272)	138,582	1.09%
MAYOR & COUNCIL	434,602	442,653	631,476	624,607	(6,869)	-1.09%
OFFICE OF THE CAO	425,052	439,751	409,364	422,478	13,114	3.20%
Total General Government Activities:	(82,561,739)	(85,886,265)	7,499,833	9,749,818	2,249,985	30.00%
Infrastructure and Operations						
AQUATIC CENTRE	313,242	265,795	344,650	349,000	4,350	1.26%
CITY HALL FACILITIES	601,516	672,533	655,733	614,969	(40,764)	-6.22%
ENGINEERING SERVICES	690,685	747,790	926,811	950,601	23,790	2.57%
ENVIRONMENTAL SERVICES	1,217,619	826,315	842,954	805,608	(37,346)	-4.43%
FLEET MANAGEMENT	0	(758,283)	0	0	0	0.00%
KINGS LANDING	(9,635)	(20,439)	(1,091)	3,713	4,804	440.33%
MARINA	0	4,632	0	0	0	0.00%
PARKING OPERATIONS	(230,997)	1,179	(9,926)	24,456	34,382	346.38%
PARKS - OPERATIONS	3,920,037	3,443,819	4,062,048	3,984,214	(77,834)	-1.92%
ROADS DEPARTMENT	8,349,659	8,519,678	8,769,051	8,885,713	116,662	1.33%
STORM SEWERS	602,092	571,625	591,604	587,805	(3,799)	-0.64%
TRANSIT	4,497,080	4,384,415	4,525,024	4,325,026	(199,998)	-4.42%
WORKS DEPT ADMINISTRATION	836,574	800,590	827,145	774,892	(52,253)	-6.32%
Total Infrastructure and Operations:	20,787,872	19,459,649	21,534,003	21,305,997	(228,006)	-1.06%
Service Partners						
INVEST NORTH BAY DEVELOPMENT CORPORATION	390,000	140,000	140,000	140,000	0	0.00%
SERVICE PARTNERS	39,774,540	41,278,764	41,601,160	42,859,866	1,258,706	3.03%
Total Service Partners:	40,164,540	41,418,764	41,741,160	42,999,866	1,258,706	3.02%
Levy Grand Total:	0	(4,183,976)	93,795,441	96,961,684	3,166,243	3.38%
Real Growth:				(363,917)		
Levy Change After Growth:	0	(4,183,976)	93,795,441	96,597,767	2,802,326	2.99%

* Actuals subject to year-end adjustments and accrual

** Totals may vary slightly from computer generated budget reports due to rounding

General Government Committee Report No. 2021-04

February 9, 2021

To The Council
Of The Corporation
Of The City Of North Bay

Your Worship and Councillors:

The General Government Committee presents Report No. 2021-04 and recommends:

1. That the City of North Bay's share of the District of Nipissing Social Services Administration Board's (DNSSAB) 2021 Operating Budget in the amount of \$12,820,073 be approved.

All of which is respectfully submitted.

INTER OFFICE

City of North Bay**MEMO**

To: David Euler
From: Karen McIsaac
Subject: 2021 Operating Budget
Date: 10 February 2021

Resolution No. 2021-45(a):

This is Clause 1 of General Government Committee Report No. 2021-03 which was passed at Council at its Regular Meeting held on Tuesday, February 9, 2021.

Clause No. 1:

“That:

1. The 2021 Gross Operating Expenses included in the Operating Budget in the amount of \$129,109,217 (save and except the District of Nipissing Social Services Administration Board levy of \$12,820,073) be approved.
2. The 2021 Tax Levy of \$96,961,684 as summarized in attached Appendix A be approved.
3. The Chief Financial Officer be authorized to process all transfers to and from reserve funds included in the 2021 Operating Budget.
4. The Chief Financial Officer be authorized to transfer \$13,715,309 from the Operating Fund to the Capital Fund to finance approved capital projects that would otherwise require debenture issuance to fund (Net Capital Levy in Operating Budget). This is often referred to as the “Pay As You Go” funding for capital projects.”

Karen McIsaac
City Clerk

KM/ck

cc. J. Severino D. Schiavone
J. Whiteley P. Leckie
M. Karpenko I. Kilgour
S. Saucier J. Wilson



COMMUNITY SERVICES

2021 OPERATING BUDGET



Business Unit Summary

Budget Year: 2021

YTD End Date: December 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
Community Services						
ARENA SERVICES	1,562,478	1,311,106	1,796,385	1,832,428	36,043	2.01 %
BUILDING	53,117	289,084	76,336	102,768	26,432	34.63 %
COMMUNITY DEVELOPMENT & GROWTH	253,069	264,071	275,225	193,516	(81,709)	-29.69 %
ECONOMIC DEVELOPMENT	716,257	687,476	875,270	867,129	(8,141)	-0.93 %
FIRE DEPARTMENT	13,607,275	13,237,464	13,381,350	13,014,110	(367,240)	-2.74 %
PARKS REVENUES	(183,030)	(268,010)	(206,400)	(206,400)	0	0.00 %
PLANNING DEPARTMENT	320,598	412,366	376,088	422,695	46,607	12.39 %
REC, LEISURE, & CULTURAL SERVICES	1,082,201	941,251	1,185,822	1,176,114	(9,708)	-0.82 %
Total:	17,411,965	16,874,808	17,760,076	17,402,360	(357,716)	-2.01 %
Grand Total:	17,411,965	16,874,808	17,760,076	17,402,360	(357,716)	-2.01 %

Activity Summary Overview - 2021 Budget

Arena Services

Positions – Memorial Gardens, Pete Palangio, West Ferris:

Full Time Staff	2020 FTE	2021 FTE
Manager, Sports & Events	0.80	0.80
Admin Assistant	2.00	2.00
Supervisor, Arenas	2.00	2.00
Arena Maintenance Person	13.00	13.00
Information Systems Tech Intern*	1.00	1.00
Total Full Time	18.80	18.80
Part Time Staff		
Arena Maintenance Person, PT	1.60	1.60
Admin Assistant, PT	0.26	0.26
Rink Attendants	4.55	4.55
Office Workers	0.88	0.88
Skate Patrol	0.14	0.14
Event Staff Coordinator	0.09	0.09
Event Staff**	0.81	0.81
Timekeeper	0.08	0.08
P.A. Technician	0.08	0.08
Zamboni Driver, PT	0.08	0.08
Total Part Time	8.57	8.57
Total Arena Staff	27.37	27.37

*Partially funded by the Capital Budget and third parties such as the Battalion

**Partially funded by third parties such as the Battalion

Memorial Gardens

This budget provides for the operations, maintenance and administration of the community facility. In addition, it provides for the cost of operating and running various major indoor city sports, ice rentals, events, concerts & attractions. Management of lease agreements with various organizations that include Battalion OHL Hockey, Men's Lakers Hockey, Women's Lakers Hockey, and Figure Skating Club.

Revenue Generating Activities and Contracts:

2019-2020 Season (September to May)

- 1) Pinty's Grand Slam of Curling
- 2) Battalion – 30 games
- 3) Men's Lakers – 17 games
- 4) Women's Lakers – 16 games
- 5) Bar – Battalion
- 6) Concessions – Battalion
- 7) Box Office – Battalion

2020-2021 Season

- 1) Battalion – 35 games
 - 2) Bar – Battalion
 - 3) Concessions – Battalion
 - 4) Box Office – Battalion
- Note: Mens/Womens Lakers Season cancelled due to Covid-19

Revenue from Battalion Contract

- 3% season ticket revenue up to \$1 million in total sales
- 4% season ticket revenue exceeding \$1 million in total sales
- 7% walk-up gate revenue
- 50% suite rental

-
- 7.5% advertising in excess of \$150,000
 - 50% arena naming
 - 50% video board rental and Zamboni advertising

Pete Palangio

Provide for the management of the day to day operation, maintenance and administration of a twin pad arena operating for 10 months of the year. Activities range from ice rentals, meeting room bookings and event related activity rentals.

West Ferris

Provide for the management of the day to day operation, maintenance, and administration of an arena, auditorium, and boardroom. Activities include ice rentals, auditorium and boardroom bookings. In addition, it includes the management of lease agreements with various organizations such as West Ferris Minor Hockey, West Ferris Ringette Association, Girls Hockey, Youth Soccer and the North Bay Midget Trappers.

The condition assessment of West Ferris building structure identified that the roof trusses have exceeded their design service life, but increased monitoring should allow for the operation of the facility in the short term.

Community and Recreation Centre

In 2019, Council selected the Steve Omischl Sports Complex as the site for the new Twin Pad Community Centre. In September 2019 an RFP process was completed and the firms of MJMA and Mitchell Jensen were selected as the successful architecture and engineering firms for the design of the new community and recreational facility. During the past year the City staff has been working closely with MJMA on the design of the new community and recreational facility. Community consultation, user group session and a public open house have been part of the processes that have been undertaken.

Notable Adjustments - 2021 Budget

Arena Services

Item #	Description	Dollar Amount
1.	2705 – Natural Gas – To reflect historical, projected usage and estimated rates. Increased usage due to the Energy Park. Partial offset is in Hydro savings.	\$56,054
2.	3601 – Insurance Premiums – Increase due to reallocation of premiums based on insured value plus an anticipated 10% increase for 8 months of the year.	\$13,873
3.	0460 – Transfer from Capital Fund – To account for personnel costs recovered through capital projects. Offsets lines #1001 – #1801 Personnel costs.	\$25,000
4.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$333,300
5.	0479 – Reimbursements – Increase to reflect agreement with third party. Offset by lines #1001 – #1802 – Personnel Costs.	\$15,932
6.	0932 – Arena Building Rentals – Decreased revenues due to COVID-19.	\$(18,850)
7.	0933 – Arena Ice Rentals – Decreased revenues due to COVID-19.	\$(268,000)
8.	0939 – Arena Miscellaneous Revenues – Decreased revenues due to COVID-19.	\$(38,000)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *ARENA SERVICES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	916,765	899,831	1,047,594	1,086,631	39,037	3.73 %
1002 TEMPORARY SALARIES	280,285	161,756	299,315	277,748	(21,567)	-7.21 %
1003 SHIFT PREMIUM	16,779	14,573	15,377	15,377	0	0.00 %
1101 OVERTIME FULLTIME	46,154	28,716	41,147	41,147	0	0.00 %
1102 OVERTIME PART TIME	953	0	0	0	0	0.00 %
1201 VACATION other	0	1,264	0	0	0	0.00 %
1202 VACATION	86,556	85,571	12,246	12,952	706	5.77 %
1203 COMPASSIONATE LEAVE	256	0	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	37,017	30,330	0	0	0	0.00 %
1207 SICK LEAVE	19,664	32,280	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	135	253	0	0	0	0.00 %
1301 WSIB LEAVE	0	(171)	0	0	0	0.00 %
1401 TRAINING & SAFETY	3,592	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	308,979	299,104	335,811	316,509	(19,302)	-5.75 %
1802 FRINGE BENEFITS-PARTTIME	41,432	30,470	48,426	44,295	(4,131)	-8.53 %
PERSONNEL TOTAL	1,758,567	1,583,977	1,799,916	1,794,659	(5,257)	-0.29 %
GOODS & SERVICES						
2401 GAS FUEL	723	220	812	715	(97)	-11.95 %
2601 OFFICE SUPPLIES	4,362	3,079	5,500	5,500	0	0.00 %
2615 JANITORIAL SUPPLIES	22,932	14,028	35,110	35,110	0	0.00 %
2650 CLOTHING / UNIFORM	3,551	7,375	9,250	9,250	0	0.00 %
2655 SAFETY SUPPLIES	0	33	100	100	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	3,312	2,143	3,515	3,570	55	1.56 %
2701 HYDRO	513,954	509,691	521,489	527,657	6,168	1.18 %
2705 NATURAL GAS	212,363	338,333	167,738	223,792	56,054	33.42 %
2715 WATER	69,591	46,467	63,174	66,540	3,366	5.33 %
2720 MUNICIPAL TAXES	3,591	3,783	3,735	3,935	200	5.35 %
2999 MISCELLANEOUS SUPPLIES	232	230	0	0	0	0.00 %
3001 POSTAGE	299	120	600	600	0	0.00 %
3005 COURIER & DELIVERY	0	65	0	0	0	0.00 %
3010 TELEPHONE	14,642	13,110	16,900	16,900	0	0.00 %
3035 MILEAGE	6,303	3,247	5,700	5,200	(500)	-8.77 %
3045 CONFERENCE & SEMINARS	739	0	6,600	4,000	(2,600)	-39.39 %
3055 MEETING COSTS	0	120	0	500	500	100.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	288	2,250	0	2,200	2,200	100.00 %
3070 TRAINING COURSES - OUT	2,703	0	11,250	11,250	0	0.00 %
3075 TRAINING COURSES- IN	4,884	0	2,500	2,500	0	0.00 %
3080 ADVERTISING & PROMOTION	0	7,755	10,000	7,000	(3,000)	-30.00 %
3099 MISC ADMIN EXPENSES	16,001	10	1,200	1,200	0	0.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *ARENA SERVICES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
3305 BUILDING MAINTENANCE	98,114	79,837	97,000	97,000	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	53,670	57,207	62,045	62,045	0	0.00 %
3315 VEHICLE MAINTENANCE	44,282	28,195	33,000	33,000	0	0.00 %
3317 ICE PLANT MAINTENANCE	35,971	30,435	47,000	47,000	0	0.00 %
3399 MISC MAINTENANCE FEES	100	0	0	0	0	0.00 %
3401 STREET GARBAGE CONTRACT	11,977	8,334	16,200	16,200	0	0.00 %
3445 SNOW REMOVAL CONTRACT	114,815	86,754	115,550	122,000	6,450	5.58 %
3460 BRINKS COURIER	3,064	1,201	2,000	2,000	0	0.00 %
3499 MISC CONTRACTS	17,240	5,908	17,651	12,500	(5,151)	-29.18 %
3601 INSURANCE PREMIUMS	77,525	87,382	84,980	98,853	13,873	16.33 %
GOODS & SERVICES TOTAL	1,337,228	1,337,312	1,340,599	1,418,117	77,518	5.78 %
FINANCIAL EXPENSES						
4015 DEBENTURE PRINCIPAL	42,753	56,184	135,000	135,000	0	0.00 %
4101 BANK CHARGES	0	7,557	5,000	6,100	1,100	22.00 %
4110 CASH OVER / SHORT	1	0	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	42,754	63,741	140,000	141,100	1,100	0.79 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	24,946	12,159	55,000	55,000	0	0.00 %
5115 TRANSFER TO RESERVE FUND	260,297	10,773	221,420	221,420	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	285,243	22,932	276,420	276,420	0	0.00 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	64,985	82,857	82,857	84,472	1,615	1.95 %
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	900	0	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	65,885	82,857	82,857	84,472	1,615	1.95 %
EXPENSE TOTAL	3,489,677	3,090,819	3,639,792	3,714,768	74,976	2.06 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	0	25,000	0	25,000	25,000	100.00 %
0470 TSF FROM RESERVE FUND	42,753	56,184	135,000	468,300	333,300	246.89 %
0472 REIMB - CUPE BENEFITS	2,378	698	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	8,346	2,357	0	0	0	0.00 %
0479 REIMBURSEMENTS	39,078	33,732	32,210	48,142	15,932	49.46 %
0480 SUNDRY REVENUE	10,237	5,234	10,000	7,500	(2,500)	-25.00 %
0484 TICKET SURCHARGE	260,297	24,953	221,420	221,420	0	0.00 %
0490 CORPORATE BOX	39,571	(3,009)	31,790	31,790	0	0.00 %
0890 ATM REVENUE	6,088	1,395	5,500	4,125	(1,375)	-25.00 %
0901 TICKET SALES	37,691	3,681	32,000	30,000	(2,000)	-6.25 %
0919 VENDING MACHINE SALES	6,561	2,279	5,500	4,000	(1,500)	-27.27 %
0931 PUBLIC SKATING	10,347	4,385	12,300	9,225	(3,075)	-25.00 %
0932 ARENA BUILDING RENTALS	66,401	14,001	51,800	32,950	(18,850)	-36.39 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *ARENA SERVICES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0933 ARENA ICE RENTALS	1,253,213	783,432	1,177,000	909,000	(268,000)	-22.77 %
0939 ARENA MISC. REVENUES	113,145	37,890	100,500	62,500	(38,000)	-37.81 %
0974 CO-OP ADVERTISING	9,620	3,550	6,190	6,190	0	0.00 %
0975 SIGN ADVERTISING	21,472	6,296	22,199	22,199	0	0.00 %
7940 SAFE RESTART FUNDING	0	777,651	0	0	0	0.00 %
REVENUE TOTAL	1,927,198	1,779,709	1,843,409	1,882,341	38,932	2.11 %
GRAND TOTAL:	1,562,479	1,311,110	1,796,383	1,832,427	36,044	2.01 %

Activity Summary Overview - 2021 Budget

Building

Building Services forms part of the Planning and Building Services Department. Building Services facilitates development through the issuance of building permits and administers and enforces the Building Code Act by issuing permits, conducting building inspections, plumbing inspections, and keeping records according to the related City of North Bay By-Laws.

In addition, Building Services also administers the Property Standards By-Law & the Property Standards Committee.

Positions:

	2020 FTE	2021 FTE
Manager, Planning & Building Services	0.40	0.40
Chief Building Official/Chief Plan Examiner	1.00	1.00
Plan Examiner	1.00	1.00
Building Inspectors	4.00	4.00
Property Standards Officer*	0.00	1.00
Administrative Assistant - Building	1.00	1.00
Junior Plan Examiner	1.00	1.00
Totals	8.40	9.40

* - Service Level Change

Notable Adjustments - 2021 Budget

Building

Item #	Description	Dollar Amount
1.	1001-1802 – Personnel Costs – Anticipated wage and benefit increase due to the addition of a Property Standards Officer.	\$59,983
2.	0470 – Transfer from Reserve Fund – Increase in amount transferred from reserve due to increased personnel costs.	\$52,188

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *BUILDING*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	372,262	370,592	574,104	628,854	54,750	9.54 %
1002 TEMPORARY SALARIES	0	46,585	0	0	0	0.00 %
1010 MODIFIED/ACCOMMODATED	55,558	59,943	0	0	0	0.00 %
1202 VACATION	4,179	16,354	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	116	40	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	137,556	127,917	185,450	190,683	5,233	2.82 %
1802 FRINGE BENEFITS-PARTTIME	0	12,678	0	0	0	0.00 %
PERSONNEL TOTAL	569,671	634,109	759,554	819,537	59,983	7.90 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	2,490	3,104	2,200	3,400	1,200	54.55 %
2650 CLOTHING / UNIFORM	1,603	1,270	1,777	3,116	1,339	75.35 %
2655 SAFETY SUPPLIES	32	109	0	0	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	641	708	1,290	1,720	430	33.33 %
3001 POSTAGE	1,448	880	1,000	1,200	200	20.00 %
3010 TELEPHONE	2,321	3,698	4,000	6,530	2,530	63.25 %
3035 MILEAGE	12,086	8,439	19,620	24,578	4,958	25.27 %
3045 CONFERENCE & SEMINARS	7,488	6,052	8,175	12,858	4,683	57.28 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,293	4,792	2,552	2,950	398	15.60 %
3080 ADVERTISING & PROMOTION	650	0	700	800	100	14.29 %
3145 REGISTRY OFFICE FEES	0	111	0	0	0	0.00 %
3499 MISC CONTRACTS	12,744	6,513	0	0	0	0.00 %
GOODS & SERVICES TOTAL	43,796	35,676	41,314	57,152	15,838	38.34 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	857	800	800	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	857	800	800	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	0	0	500	500	0	0.00 %
5115 TRANSFER TO RESERVE FUND	228,839	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	228,839	0	500	500	0	0.00 %
INTERNAL TRANSFERS						
7010 ADMINISTRATON & OVERHEAD	255,501	271,252	271,252	271,252	0	0.00 %
INTERNAL TRANSFERS TOTAL	255,501	271,252	271,252	271,252	0	0.00 %
EXPENSE TOTAL	1,097,807	941,894	1,073,420	1,149,241	75,821	7.06 %
REVENUE						
0409 OTHER LICENSE FEES	2,280	2,160	3,000	3,000	0	0.00 %
0411 BUILDING PERMIT FEES	999,918	548,083	775,000	775,000	0	0.00 %
0413 PROPERTY STANDARDS	0	0	600	600	0	0.00 %
0470 TSF FROM RESERVE FUND	0	0	189,684	241,872	52,188	27.51 %
0479 REIMBURSEMENTS	12,744	(7,632)	0	0	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *BUILDING*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0851 INQUIRY FEES	29,745	28,600	28,800	26,000	(2,800)	-9.72 %
7940 SAFE RESTART FUNDING	0	81,597	0	0	0	0.00 %
REVENUE TOTAL	1,044,687	652,808	997,084	1,046,472	49,388	4.95 %
GRAND TOTAL:	53,120	289,086	76,336	102,769	26,433	34.63 %

Activity Summary Overview – 2021 Budget

Community Development & Growth

Community Development and Growth plays an integral role in the lives of those who work, live, and play in the City of North Bay. Creating, maintaining and delivering indoor and outdoor leisure facilities, activities, and opportunities, as well as providing economic, planning and building services are key objectives of Community Development & Growth.

The Director of Community Development & Growth provides overall leadership and direction for the department and ensures departmental alignment with the City's strategies, priorities and policies. The director also acts as Executive Director to Invest North Bay (inBay). In this role, the Executive Director provides support to the inBay Board of Directors.

The Community Development & Growth Business Unit has established a Business Plan that considers the internal and external environment we operate within and our available resources to ensure we are aligned with the following corporate strategic priorities:

- Natural, North and Near
- Affordable Balanced Growth
- Economic Prosperity

Positions:

	2020 FTE	2021 FTE
Director – Community Development & Growth	1.00	1.00
Executive Assistant – Community Development & Growth	1.00	0.00
Totals	2.00	1.00

Notable Adjustments – 2021 Budget

Community Development & Growth

Item #	Description	Dollar Amount
1.	1001 – 1801 – Personnel Costs – Reduction of the Executive Assistant position. Offset by an increase in positions in Planning Services.	(\$81,080)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Community Services

Division(s): COMMUNITY DEVELOPMENT & GROWTH

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	203,002	222,458	220,339	162,198	(58,141)	-26.39 %
1202 VACATION	9,809	5,786	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	53,120	61,709	63,737	40,798	(22,939)	-35.99 %
PERSONNEL TOTAL	265,931	289,953	284,076	202,996	(81,080)	-28.54 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	1,040	649	1,000	1,000	0	0.00 %
2655 SAFETY SUPPLIES	9	0	0	0	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	122	0	0	0	0	0.00 %
3010 TELEPHONE	780	415	1,000	1,000	0	0.00 %
3030 TRAVEL	900	1,075	3,000	3,000	0	0.00 %
3035 MILEAGE	1,427	12	2,000	2,000	0	0.00 %
3045 CONFERENCE & SEMINARS	2,113	503	2,000	2,000	0	0.00 %
3060 MEALS	1,141	1,057	2,000	2,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	0	263	0	0	0	0.00 %
3070 TRAINING COURSES - OUT	0	0	2,000	2,000	0	0.00 %
3075 TRAINING COURSES- IN	0	0	5,000	5,000	0	0.00 %
3099 MISC ADMIN EXPENSES	9,970	0	4,000	4,000	0	0.00 %
3105 LEGAL FEES	0	7,073	0	0	0	0.00 %
3499 MISC CONTRACTS	25,454	22,358	25,000	25,000	0	0.00 %
GOODS & SERVICES TOTAL	42,956	33,405	47,000	47,000	0	0.00 %
EXPENSE TOTAL	308,887	323,358	331,076	249,996	(81,080)	-24.49 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	30,822	31,438	31,438	32,067	629	2.00 %
0479 REIMBURSEMENTS	2,000	0	0	0	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	22,995	24,413	24,413	24,413	0	0.00 %
7940 SAFE RESTART FUNDING	0	3,437	0	0	0	0.00 %
REVENUE TOTAL	55,817	59,288	55,851	56,480	629	1.13 %
GRAND TOTAL:	253,070	264,070	275,225	193,516	(81,709)	-29.69 %

Activity Summary Overview – 2021 Budget

Economic Development

To provide for administration and program costs related to Economic Development activities that help facilitate employment and growth.

The Economic Development Department assists existing businesses, prospective investors, and community partners with business and community development projects such as:

- Site searches and tours;
- Sale/lease of municipally-owned land;
- Public funding application assistance;
- Business retention and expansion assistance;
- Investment attraction and growth;
- Film/TV attraction and administration;
- Support for company export initiatives;
- Market analysis;
- Liaise with Provincial and Federal governments to support business and facilitate market development and trade opportunities; and
- Liaise with and support the Invest North Bay Development Corporation as required.

Positions:

	2020 FTE	2021 FTE
Manager Economic Development	1.00	1.00
Economic Development Officer	1.00	1.00
Economic Development Officer / GAP (Grant Access Program)	1.00	1.00
Economic Development Officer (Attraction & Growth)	1.00	1.00
Economic Development Officer (Business Retention & Growth)	1.00	1.00
Administrative Assistant	1.00	1.00
Totals	6.00	6.00

Notable Adjustments - 2021 Budget

Economic Development

Item #	Description	Dollar Amount
1.	1001 – 1801 – Personnel Costs – Anticipated wage and benefit increases.	\$9,359



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Community Services

Division(s): ECONOMIC DEVELOPMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	322,509	435,553	498,013	513,935	15,922	3.20 %
1002 TEMPORARY SALARIES	40,815	29,078	0	0	0	0.00 %
1202 VACATION	19,857	7,589	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	1,563	387	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	112,787	148,020	158,506	151,943	(6,563)	-4.14 %
1802 FRINGE BENEFITS-PARTTIME	5,273	3,919	0	0	0	0.00 %
PERSONNEL TOTAL	502,804	624,546	656,519	665,878	9,359	1.43 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	5,622	4,351	4,000	4,000	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	0	132	0	0	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	275	102	0	0	0	0.00 %
2682 PROMOTIONAL SUPPLIES	3,855	41	4,000	4,000	0	0.00 %
3001 POSTAGE	245	263	250	250	0	0.00 %
3010 TELEPHONE	4,290	5,995	5,000	5,000	0	0.00 %
3030 TRAVEL	14,341	6,008	20,000	12,000	(8,000)	-40.00 %
3035 MILEAGE	2,279	276	4,000	2,500	(1,500)	-37.50 %
3045 CONFERENCE & SEMINARS	2,000	3,137	6,000	4,000	(2,000)	-33.33 %
3050 RECEPTIONS	4,343	1,223	4,500	4,500	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	4,208	3,367	3,500	3,500	0	0.00 %
3070 TRAINING COURSES - OUT	3,368	2,674	8,500	7,500	(1,000)	-11.76 %
3080 ADVERTISING & PROMOTION	144,516	54,911	154,000	154,000	0	0.00 %
3130 CONSULTANT FEES	7,353	0	5,000	0	(5,000)	-100.00 %
3489 CONTRACT/OUTSIDE SERVICES	32,822	0	0	0	0	0.00 %
GOODS & SERVICES TOTAL	229,517	82,480	218,750	201,250	(17,500)	-8.00 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	0	2,094	0	0	0	0.00 %
5125 TRANSFER TO OTHER CAPITAL	5,113	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	5,113	2,094	0	0	0	0.00 %
INTERNAL TRANSFERS						
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	10,840	0	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	10,840	0	0	0	0	0.00 %
EXPENSE TOTAL	748,274	709,120	875,269	867,128	(8,141)	-0.93 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	10,000	0	0	0	0	0.00 %
0479 REIMBURSEMENTS	4,160	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	0	2,258	0	0	0	0.00 %
0515 NOHFC	17,856	0	0	0	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *ECONOMIC DEVELOPMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0699 MISC FEDERAL GRANTS	0	19,385	0	0	0	0.00 %
REVENUE TOTAL	32,016	21,643	0	0	0	0.00 %
GRAND TOTAL:	716,258	687,477	875,269	867,128	(8,141)	-0.93 %

Activity Summary Overview – 2021 Budget

Fire and Emergency Services

North Bay Fire and Emergency Services (NBFES) provides an “all hazards” protection to 52,000 permanent residents and a full-time and part-time workforce in an area covering 314.9 sq. km. In addition, NBFES is responsible for the commuters, tourists and visitors that use the City’s roadways, amenities and businesses on a daily basis. The Fire Service protects commercial and residential buildings, infrastructure, the city’s reputation, economy and most importantly people. We accomplish this through the 3 lines of defense: Education, Code Enforcement and Emergency Response.

Our goal is to shape a fire safe community, and in recognition of our responsibilities, NBFES is shifting the paradigm of the delivery of fire protection services from one that focuses on emergency response to one that focuses on the prevention of fires; more specifically we are transitioning from a reactive model to a proactive model. There are many challenges to the delivery of fire services. Canadian and U.S. studies along with Provincial fire statistics, indicate flashover is now occurring as quickly as three (3) to four (4) minutes because of the materials used in modern furnishings. The consequences of the rapid growth of modern fires and the associated smoke and toxic gasses have caused a different burden to fire suppression crews causing us to re-evaluate tactics.

The Provincial government has amended the Fire Protection and Prevention Act 1997 (FPPA), Ontario Fire Code and other pieces of legislation. Changes include increasing the number of areas of responsibility for municipal fire services, requirements to review and approve Risk Plans for propane facilities and conduct annual inspections and fire drills at all vulnerable occupancies. In addition, the disclosure and evidence requirements of the judicial system has increased substantially over the last number of years; thus requiring inspectors to spend more time ensuring all legislated obligations are fulfilled.

Positions:

	2020 FTE	2021 FTE
Chief	1.0	1.0
Deputy Chief	1.0	1.0
Platoon Chiefs	4.0	4.0
Division Chief (Training)	1.0	1.0
Captains	12.0	12.0
Firefighters*	56.0	58.0
Captain Fire Prevention Division	1.0	1.0
Fire Prevention Officer/ Public Educator	2.0	2.0
Administration Clerks	1.47	1.47
Totals	79.47	81.47

* - Service Level Change

Fire Administration

The management team of the Fire Chief and the Deputy Chief ensure the day to day operations and are responsible to maintain a high level of service, while being prudent with the costs associated with running an emergency service. The management team continues to analyze operations to find efficiencies so that budgetary asks are minimized. The need to prepare for emergencies and manage them effectively is an important responsibility of the fire management team which has the added legislative responsibility for emergency management of the City of North Bay. Emergency management consists of five phases: prevention, mitigation, preparedness, response and recovery.

Fire Suppression and Training Divisions

NBFES responds to various types of calls for service including, but not limited to, structure fires, car fires, motor vehicle collisions, medical emergencies, for the purposes of preventing loss of life and injury of citizens and visitors to the city, as well as reducing the loss of property due to fires and natural disasters. In 2019 we responded to 1,707 (4% increase) requests for service. It is important to note the firefighters take on the additional responsibility and training of technical rescue thereby permitting NBFES to respond to hazardous materials calls, ice rescue, high angle and confined space emergencies (limited).

The Training Division supports the Fire Suppression Division by delivering high quality programs aimed at firefighter and officer knowledge and skill development. The Chief Training Officer is also responsible for analyzing and researching emerging trends/challenges, new standards and new equipment that may impact service delivery.

Fire Prevention Division

The Fire Prevention and Public Education Division of NBFES raises public awareness of fire prevention and safety in the community, by educating the public about emergencies, fire safety practices, life safety and provides guidance and enforcement of the Ontario Fire Code. Systematic, thorough fire inspections and re-inspections and code enforcement are the backbone of effective fire prevention work and a major factor in reducing the loss of life and property. A study led by Sunnybrook Health Sciences Centre has found that over a 14 year period, there was a loss of 24,051 years of life and the cost of lives shortened or lost in residential fires cost the Canadian economy \$7.6 billion.

Emergency Response

Total Responses 2018	1638
Total Responses 2019	1707 4% increase

Fire Responses

Outdoor, structure, vehicle	138
Explosion/overpressure	6
Pre Fire Conditions	80
Alarm Investigations	
Automatic Alarm System	354
Carbon Monoxide	111
Medical Emergencies	452
Rescue	243
Public hazard	93
Other Responses	210

Notable Adjustments - 2021 Budget

Fire and Emergency Services

Item #	Description	Dollar Amount
1.	1001 – 1802 – Personnel – Anticipated salary and benefit increases. Staffing complements are expected to continue to change as senior staff retire and are replaced with more junior staff resulting in cost savings.	(\$372,493)
2.	3075 – Training Courses – In House – Reallocation of costs to 1001-1802 - Personnel to cover wages while attending training related to the Provincial Hazmat funding.	(\$16,000)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *FIRE DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	8,486,901	8,545,358	8,434,818	8,285,971	(148,847)	-1.76 %
1002 TEMPORARY SALARIES	924	0	14,769	18,171	3,402	23.03 %
1010 MODIFIED/ACCOMMODATED	42,620	24,669	0	0	0	0.00 %
1101 OVERTIME FULLTIME	421,930	275,883	184,000	196,000	12,000	6.52 %
1202 VACATION	354,357	180,738	70,000	70,928	928	1.33 %
1203 COMPASSIONATE LEAVE	60,043	28,731	50,000	50,000	0	0.00 %
1204 STATUTORY HOLIDAYS	230,295	212,504	250,000	250,000	0	0.00 %
1207 SICK LEAVE	426,403	307,321	150,000	150,000	0	0.00 %
1208 LIEU DAYS	388,714	330,041	272,000	272,000	0	0.00 %
1299 OTHER LABOUR COSTS	43,527	15,000	10,000	10,000	0	0.00 %
1301 WSIB LEAVE	(274,583)	(402,718)	0	(109,159)	(109,159)	100.00 %
1401 TRAINING & SAFETY	0	1,293	40,000	40,000	0	0.00 %
1407 ACTING RANK PAY	57,794	82,348	66,000	76,000	10,000	15.15 %
1415 FIRE ON CALL PAYOUT	5,974	5,669	2,900	4,200	1,300	44.83 %
1801 FRINGE BENEFITS-FULLTIME	2,323,284	2,425,956	2,488,857	2,350,864	(137,993)	-5.54 %
1802 FRINGE BENEFITS-PARTTIME	454	0	6,400	2,276	(4,124)	-64.44 %
PERSONNEL TOTAL	12,568,637	12,032,793	12,039,744	11,667,251	(372,493)	-3.09 %
GOODS & SERVICES						
2401 GAS FUEL	12,846	7,866	11,517	11,626	109	0.95 %
2405 DIESEL FUEL	31,542	24,371	28,814	30,506	1,692	5.87 %
2407 COLOURED/DYED DIESEL	75	0	0	0	0	0.00 %
2425 REPAIR PARTS	0	62	0	0	0	0.00 %
2601 OFFICE SUPPLIES	5,827	16,612	10,000	10,000	0	0.00 %
2615 JANITORIAL SUPPLIES	9,728	9,995	10,000	10,000	0	0.00 %
2640 TRAINING SUPPLIES	5,983	10,449	3,000	7,500	4,500	150.00 %
2650 CLOTHING / UNIFORM	33,818	18,448	35,000	35,000	0	0.00 %
2655 SAFETY SUPPLIES	134	2,343	20,000	15,000	(5,000)	-25.00 %
2660 SAFETY BOOT ALLOWANCE	2,430	2,544	0	2,000	2,000	100.00 %
2701 HYDRO	37,307	37,575	43,589	41,109	(2,480)	-5.69 %
2705 NATURAL GAS	24,317	22,352	24,588	25,999	1,411	5.74 %
2715 WATER	11,979	11,247	12,911	12,788	(123)	-0.95 %
2901 FIREFIGHTING SUPPLIES	72,247	67,069	65,000	68,000	3,000	4.62 %
2903 FIRE FOAM	3,358	0	5,000	5,000	0	0.00 %
2905 FIRE INVESTIGATION SUPPLI	4,030	2,298	3,500	3,500	0	0.00 %
2930 LONG SERVICE PINS/AWARDS	102	0	800	800	0	0.00 %
3001 POSTAGE	226	801	500	500	0	0.00 %
3003 LICENSING FEES	0	0	9,000	9,000	0	0.00 %
3005 COURIER & DELIVERY	488	299	500	500	0	0.00 %
3010 TELEPHONE	8,083	7,909	8,000	8,550	550	6.88 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *FIRE DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
3030 TRAVEL	2,476	0	5,000	11,000	6,000	120.00 %
3035 MILEAGE	274	262	2,500	2,500	0	0.00 %
3045 CONFERENCE & SEMINARS	14,744	1,980	15,000	15,500	500	3.33 %
3055 MEETING COSTS	18	0	3,000	2,500	(500)	-16.67 %
3060 MEALS	4,069	564	3,750	4,750	1,000	26.67 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,807	1,921	3,100	3,250	150	4.84 %
3070 TRAINING COURSES - OUT	59,781	4,243	43,000	38,000	(5,000)	-11.63 %
3075 TRAINING COURSES- IN	9,144	61,522	75,000	59,000	(16,000)	-21.33 %
3080 ADVERTISING & PROMOTION	17,395	12,187	18,000	18,000	0	0.00 %
3085 OUTSIDE PRINTING	2,845	721	1,000	1,000	0	0.00 %
3150 MEDICAL FEES	990	1,350	2,500	2,500	0	0.00 %
3301 RADIO MAINTENANCE	18,672	11,624	29,000	29,000	0	0.00 %
3305 BUILDING MAINTENANCE	54,917	30,401	59,000	60,000	1,000	1.69 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	17,122	22,469	21,000	23,000	2,000	9.52 %
3340 SOFTWARE MAINTENANCE	0	0	9,803	10,000	197	2.01 %
3350 DRY CLEANING/LAUNDERING	2,323	464	2,500	2,500	0	0.00 %
3496 POLICE - 3RD PARTY PYMTS	175,000	175,000	175,000	175,000	0	0.00 %
3499 MISC CONTRACTS	19,630	30,429	30,000	31,200	1,200	4.00 %
3601 INSURANCE PREMIUMS	23,553	20,572	25,818	20,382	(5,436)	-21.06 %
3999 MISC SERVICES & RENTS	509	0	0	500	500	100.00 %
GOODS & SERVICES TOTAL	690,789	617,949	815,690	806,960	(8,730)	-1.07 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	880	900	900	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	880	900	900	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	9,412	67,987	75,000	65,000	(10,000)	-13.33 %
5015 OFFICE FURNITURE & EQUIP	846	265	0	1,000	1,000	100.00 %
5115 TRANSFER TO RESERVE FUND	13,278	53,977	0	10,000	10,000	100.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	23,536	122,229	75,000	76,000	1,000	1.33 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	620,794	745,091	738,249	751,232	12,983	1.76 %
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	145	0	0	0	0	0.00 %
7050 FLEET CHARGEBACK CHARGES	0	989	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	620,939	746,080	738,249	751,232	12,983	1.76 %
EXPENSE TOTAL	13,903,901	13,519,931	13,669,583	13,302,343	(367,240)	-2.69 %
REVENUE						
0409 OTHER LICENSE FEES	2,280	2,160	2,500	2,500	0	0.00 %
0470 TSF FROM RESERVE FUND	27,000	0	0	0	0	0.00 %
0479 REIMBURSEMENTS	17,944	4,852	0	0	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Community Services*

Division(s): *FIRE DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0497 CONTRACTED REVENUE	36,759	23,339	24,000	24,000	0	0.00 %
0599 MISC. PROVINCIAL GRANTS	72,243	122,065	150,000	150,000	0	0.00 %
0863 FIRE PERMITS/INSPECTIONS	16,679	13,501	10,000	10,500	500	5.00 %
0864 FIRE EMERGENCY RESPONSE	69,420	70,590	52,000	52,000	0	0.00 %
0865 FIRE BURNING PERMITS	38,757	30,249	33,000	33,000	0	0.00 %
0866 FIRE PREVENTION/EDUCATION	722	(27)	1,000	500	(500)	-50.00 %
7910 INTERNAL OVERHEAD REVENUE	14,819	15,733	15,733	15,733	0	0.00 %
REVENUE TOTAL	296,623	282,462	288,233	288,233	0	0.00 %
GRAND TOTAL:	13,607,278	13,237,469	13,381,350	13,014,110	(367,240)	-2.74 %

Activity Summary Overview – 2021 Budget

Parks Revenues

Includes revenues from the rental of City parks, sports fields and parks buildings.

Parks

The City has 72 park areas including playgrounds and picnic shelters that are available to the community for organized activities where a permit is required.

Sports Fields

The City has 20 sports fields including soccer fields, baseball fields and a football field which is available for community and sport organization use from May through September each year.

Buildings

The City has 38 parks buildings that are available for rental.

Notable Adjustments - 2021 Budget

Parks Revenues

Item #	Description	Dollar Amount
1.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$46,100
2.	0842 – Facility Rentals - Decrease due to COVID – 19.	(\$44,250)



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Community Services

Division(s): PARKS REVENUES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	906	1,200	1,200	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	906	1,200	1,200	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5115 TRANSFER TO RESERVE FUND	0	8,532	59,400	59,400	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	0	8,532	59,400	59,400	0	0.00 %
EXPENSE TOTAL	0	9,438	60,600	60,600	0	0.00 %
REVENUE						
0414 PARKS PERMITS	8,539	2,697	8,000	6,150	(1,850)	-23.13 %
0470 TSF FROM RESERVE FUND	0	0	0	46,100	46,100	100.00 %
0484 TICKET SURCHARGE	0	8,532	59,400	59,400	0	0.00 %
0842 FACILITY RENTALS	172,227	34,591	193,500	149,250	(44,250)	-22.87 %
0919 VENDING MACHINE SALES	264	0	100	100	0	0.00 %
0975 SIGN ADVERTISING	2,000	0	6,000	6,000	0	0.00 %
7940 SAFE RESTART FUNDING	0	231,628	0	0	0	0.00 %
REVENUE TOTAL	183,030	277,448	267,000	267,000	0	0.00 %
GRAND TOTAL:	(183,030)	(268,010)	(206,400)	(206,400)	0	0.00 %

Activity Summary Overview – 2021 Budget

Planning Services

Planning Services forms part of the Planning and Building Services Department. The mission of Planning & Building Services is to support and guide growth and development of North Bay towards a vibrant, livable and resilient community.

Planning Services provides land use planning services for the City as required by the Planning Act and the Municipal Act. Major activity areas include current planning operations, policy development, research, special projects and By-Law administration & enforcement.

Planning also administers the Committee of Adjustment, Heritage Committee, Municipal Accessibility Committee as well as the City's various community improvement plans.

Committee of Adjustment

To provide for the operation and activities of the Committee of Adjustment.

Municipal Heritage Committee

To provide for the operation and activities of the North Bay Municipal Heritage Committee.

Municipal Accessibility Advisory Committee

To provide for the operation and activities of the Municipal Accessibility Advisory Committee.

Positions:

	2020 FTE	2021 FTE
Manager of Planning & Building Services	0.60	0.60
Senior Planner - Current Operations	1.00	1.00
Zoning Administrator	1.00	1.00
Policy and Business Development Planner	1.00	1.00
Administrative Assistant - Planning	1.00	1.00
Special Projects Development Planner **	0.00	1.00
Intern/Contract*	1.00	0.00
Summer Student ***	0.31	0.00
Totals	5.91	5.60

Note:

* To assist with the completion of various planning projects. The position is funded partially through funding from NOHFC and the capital budget.

** The position is funded partially through the capital budget and will be phased out of capital over a two year period.

*** Service Level Change

Notable Adjustments - 2021 Budget

Planning Services

Item #	Description	Dollar Amount
1.	1001-1802 – Personnel costs - Anticipated wage and benefit increases. Offset partially by Community Development & Growth personnel decrease.	\$29,061
2.	0460 – Transfer from Capital Fund - Reduction in transfer from capital. Salaries have partially shifted from capital to the operating budget.	(\$11,416)
3.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$13,000
4.	0851 – Inquiry Fees - Reduction of revenues expected based on both historical trends and experiences during COVID-19.	(\$8,000)
5.	0976 – Signage Leasing - Reduction of revenues expected based on both historical trends and experiences during COVID-19.	(\$7,000)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Community Services

Division(s): PLANNING DEPARTMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	378,066	446,082	393,378	431,031	37,653	9.57 %
1002 TEMPORARY SALARIES	7,546	0	8,931	0	(8,931)	-100.00 %
1004 OTHER/STANDBY	0	90	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	48,929	45,460	(3,469)	-7.09 %
1202 VACATION	(3,839)	6,801	2,314	0	(2,314)	-100.00 %
1204 STATUTORY HOLIDAYS	102	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	115,867	129,076	126,829	134,129	7,300	5.76 %
1802 FRINGE BENEFITS-PARTTIME	937	0	1,178	0	(1,178)	-100.00 %
PERSONNEL TOTAL	498,679	582,049	581,559	610,620	29,061	5.00 %
GOODS & SERVICES						
2036 SIGNS	704	0	700	700	0	0.00 %
2601 OFFICE SUPPLIES	1,833	1,458	3,000	3,000	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	0	87	0	0	0	0.00 %
2699 MISC GENERAL SUPPLIES	1,634	478	2,500	2,500	0	0.00 %
3001 POSTAGE	3,315	3,911	5,000	5,000	0	0.00 %
3010 TELEPHONE	812	918	1,500	1,500	0	0.00 %
3030 TRAVEL	0	0	2,000	1,000	(1,000)	-50.00 %
3035 MILEAGE	0	0	1,000	1,000	0	0.00 %
3045 CONFERENCE & SEMINARS	1,461	1,679	5,000	5,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,432	3,278	3,200	3,500	300	9.38 %
3080 ADVERTISING & PROMOTION	0	1,643	900	900	0	0.00 %
3130 CONSULTANT FEES	2,245	331	3,500	2,500	(1,000)	-28.57 %
3145 REGISTRY OFFICE FEES	3,456	1,605	3,000	3,000	0	0.00 %
3930 COMMUNITY PROGRAMS	217,104	193,735	124,000	124,000	0	0.00 %
GOODS & SERVICES TOTAL	234,996	209,123	155,300	153,600	(1,700)	-1.09 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	1,810	701	2,000	2,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	1,810	701	2,000	2,000	0	0.00 %
EXPENSE TOTAL	735,485	791,873	738,859	766,220	27,361	3.70 %
REVENUE						
0409 OTHER LICENSE FEES	2,280	2,160	3,000	3,000	0	0.00 %
0419 OTHER PERMIT/ENCROACHMENT	38,455	29,173	30,000	25,000	(5,000)	-16.67 %
0460 TRANSFER FRM CAPITAL FUND	0	0	56,876	45,460	(11,416)	-20.07 %
0470 TSF FROM RESERVE FUND	224,604	201,235	131,500	144,500	13,000	9.89 %
0472 REIMB - CUPE BENEFITS	2,095	913	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	6,192	2,161	0	0	0	0.00 %
0479 REIMBURSEMENTS	6,675	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	221	515	0	0	0	0.00 %
0812 RADIO COMM TOWER REVENUE	3,390	3,390	0	0	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Community Services

Division(s): PLANNING DEPARTMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0851 INQUIRY FEES	93,064	82,075	88,000	80,000	(8,000)	-9.09 %
0869 OTHER ADMINISTRATION FEES	310	120	100	120	20	20.00 %
0976 SIGNAGE LEASING	18,476	24,349	32,000	25,000	(7,000)	-21.88 %
0977 LANE CLOSINGS	900	2,010	2,000	2,000	0	0.00 %
0994 DEEMING BY-LAWS	850	0	850	0	(850)	-100.00 %
7910 INTERNAL OVERHEAD REVENUE	17,374	18,445	18,445	18,445	0	0.00 %
7940 SAFE RESTART FUNDING	0	12,959	0	0	0	0.00 %
REVENUE TOTAL	414,886	379,505	362,771	343,525	(19,246)	-5.31 %
GRAND TOTAL:	320,599	412,368	376,088	422,695	46,607	12.39 %

Activity Summary Overview – 2021 Budget

Arts, Culture, Recreation & Leisure Services

To provide personnel and administration support for the Arts, Culture, Recreation and Leisure Services Department.

Positions:

	2020 FTE	2021 FTE
Manager Arts Culture Recreation & Leisure Services	1.00	1.00
Community Development Facilitator	1.00	1.00
Community Events Facilitator	1.00	1.00
Administrative Assistant	1.44	1.44
Totals	4.44	4.44

Recreation Program Positions	2020 FTE	2021 FTE
Youth Centres*	0.80	0.80
After School Program Supervisor *	0.84	0.84
After School Programmers*	1.14	1.14
Recreation Programmer **	0.34	0.00
Beach Director	0.27	0.27
Beach Staff**	3.08	2.75
Totals	6.47	5.80

* Note ... programs funded wholly or partially through other funding sources.

** Committee Adjustment

Arts & Culture - Work with Creative Industries and other Arts and Culture Sector organizations to enhance and support Arts and Culture initiatives within the City. Work towards implementing North Bay's Cultural Plan to facilitate cultural growth and awareness in the community. Initiatives include Culture Days and educational Cultural sessions and events.

Works closely with the Public Arts Advisory Committee to develop a Public Art Policy for the City as a means of enhancing & supporting the Arts and Culture Sector of the City.

Trails and Active Transportation - Work with other municipal department representatives and the Active Transportation Advisory Committee to implement the actions identified in the City's Active Transportation Master Plan. Initiatives include the development of trails, sidewalks, multiuse pathways, bike routes, safety education, mapping etc. Increase awareness across departmental operations with respect to future developments of the City's Active Transportation Master Plan. Identify and prepare funding applications to support Active Transportation projects.

Community Event Hosting Program: Through the Community Event Hosting Program the ACRLS Department works in partnership with community groups and organizations as a means of supporting and growing local events and activities within the City. (i.e.; Armed Forces Day, Bay Days, Rib Fest, Culture Days, Bay Block Party etc.).

The ACRLS Department also acts as a resource to community event organizers by providing advice regarding event planning.

ACRLS Events - Facilitated by municipal staff through a community based organizing committee. Budget amounts represent City of North Bay's contribution (Canada Day, Santa Parade, Families First,) The Dept. as well organizes Concerts in the Park during the summer months.

Community Development - Work with neighborhoods, organizations and groups to facilitate and support positive recreational programs and services.

Work with the community to engage neighborhoods for the purpose of park development/new equipment or plans such as the Active Transportation Master Plan, Parks Master Plan, Age Friendly Action Plan and the North Bay Cultural Plan.

Work closely and in partnership with local service groups and organizations (i.e. Rotary, YMCA etc.) to develop joint recreational opportunities, facilities and services in the City.

Development and management of City Agreements with : Rotary Clubs, Creative Industries, Dionne Quints Heritage Board, Heritage North Bay, YMCA of North Eastern Ontario, District School Boards, Golden Age Club and the North Bay and District Humane Society.

Park Bookings/Vendors - The administrative booking of 72 parks and 38 buildings. Revenues collected for bookings are shown in the Parks Revenue section. Bookings and Agreements for park vendors and Midways.

Recreation Programs - Includes Youth Centres, After School Programs and beach swimming lessons. These programs are coordinated by ACRLS staff on a cost recovery basis. Some of these programs are contingent on the receipt of grant funding.

The ACRLS Dept. also provides supervision/staffing for the City's outdoor rinks.

Registration Services - The customer service centre on behalf of the recreation department provides registration services to local sports groups. A nominal fee of \$2.00 is charged per registration for this service. 2009 was the first year of this service and which has been actively promoted to local sports groups.

Beach Program - The purpose of the Beach Program is to provide lifeguards and instructors for aquatics programs at City beaches and to encourage safe, responsible use of City beaches.

Locations include: The Cove, Olmsted Beach, and Waterfront Beach

Notable Adjustments - 2021 Budget

Arts, Culture, Recreation & Leisure Services

Item #	Description	Dollar Amount
1.	1001–1802 – Personnel Costs – Anticipated wage and benefit decrease due to the reduction of student FTE.	(\$19,582)
2.	3930 – Community Programs – To advance public art projects in the City.	\$10,000

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Community Services

Division(s): REC, LEISURE, & CULTURAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	317,982	334,041	331,281	336,955	5,674	1.71 %
1002 TEMPORARY SALARIES	184,622	67,667	201,040	186,539	(14,501)	-7.21 %
1003 SHIFT PREMIUM	1	0	0	0	0	0.00 %
1102 OVERTIME PART TIME	656	0	0	0	0	0.00 %
1202 VACATION	(111)	14,769	8,488	7,911	(577)	-6.80 %
1204 STATUTORY HOLIDAYS	5,076	2,212	0	0	0	0.00 %
1401 TRAINING & SAFETY	49	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	93,037	95,852	98,500	95,504	(2,996)	-3.04 %
1802 FRINGE BENEFITS-PARTTIME	25,658	11,804	30,756	23,574	(7,182)	-23.35 %
PERSONNEL TOTAL	626,970	526,345	670,065	650,483	(19,582)	-2.92 %
GOODS & SERVICES						
2401 GAS FUEL	204	0	204	191	(13)	-6.37 %
2601 OFFICE SUPPLIES	3,966	3,626	7,000	6,500	(500)	-7.14 %
2645 RECREATIONAL SUPPLIES	5,684	1,226	9,300	9,300	0	0.00 %
2699 MISC GENERAL SUPPLIES	24,791	4,679	13,098	14,447	1,349	10.30 %
3001 POSTAGE	1,018	563	3,000	2,500	(500)	-16.67 %
3010 TELEPHONE	4,560	4,799	6,000	6,000	0	0.00 %
3030 TRAVEL	0	538	0	0	0	0.00 %
3035 MILEAGE	1,990	194	3,750	3,000	(750)	-20.00 %
3045 CONFERENCE & SEMINARS	6,426	615	5,000	4,000	(1,000)	-20.00 %
3055 MEETING COSTS	1,621	709	1,400	1,400	0	0.00 %
3056 PERMITS	200	0	200	200	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,126	2,780	3,700	3,700	0	0.00 %
3075 TRAINING COURSES- IN	0	0	6,000	4,500	(1,500)	-25.00 %
3080 ADVERTISING & PROMOTION	29,249	5,694	44,400	42,900	(1,500)	-3.38 %
3085 OUTSIDE PRINTING	20,819	10,988	28,000	28,000	0	0.00 %
3099 MISC ADMIN EXPENSES	27,879	0	5,000	4,000	(1,000)	-20.00 %
3205 VEHICLE LEASE/RENTAL	2,792	0	3,800	3,800	0	0.00 %
3229 PORTABLE TOILETS	448	0	900	900	0	0.00 %
3492 EVENT CONTRIBUTIONS	3,500	0	10,000	10,000	0	0.00 %
3601 INSURANCE PREMIUMS	8,910	0	8,910	10,000	1,090	12.23 %
3930 COMMUNITY PROGRAMS	98,700	77,214	113,000	123,000	10,000	8.85 %
3965 BALANCE CARRIED FORWARD	(6,936)	0	0	0	0	0.00 %
3999 MISC SERVICES & RENTS	12,332	594	3,600	4,100	500	13.89 %
GOODS & SERVICES TOTAL	250,279	114,219	276,262	282,438	6,176	2.24 %
FINANCIAL EXPENSES						
4110 CASH OVER / SHORT	0	0	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	0	0	0	0	0.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Community Services

Division(s): REC, LEISURE, & CULTURAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	0	0	1,000	1,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	0	0	1,000	1,000	0	0.00 %
SERVICE PARTNERS						
6066 HUMANE SOCIETY	366,169	369,831	369,831	373,529	3,698	1.00 %
SERVICE PARTNERS TOTAL	366,169	369,831	369,831	373,529	3,698	1.00 %
INTERNAL TRANSFERS						
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	2,000	0	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	2,000	0	0	0	0	0.00 %
EXPENSE TOTAL	1,245,418	1,010,395	1,317,158	1,307,450	(9,708)	-0.74 %
REVENUE						
0435 SPONSORSHIP	11,875	4,500	0	0	0	0.00 %
0472 REIMB - CUPE BENEFITS	402	292	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	1,109	832	0	0	0	0.00 %
0480 SUNDRY REVENUE	4,072	0	0	0	0	0.00 %
0506 MINISTRY OF HEALTH	48,761	51,587	72,736	72,736	0	0.00 %
0599 MISC. PROVINCIAL GRANTS	5,825	1,500	0	0	0	0.00 %
0620 CANADA DAY GRANT	9,376	0	6,700	6,700	0	0.00 %
0820 REGISTRATION FEES	5,235	0	3,800	3,800	0	0.00 %
0940 PARK VENDOR REVENUE	3,218	405	4,100	4,100	0	0.00 %
0950 CONCESSION FEES / VENDOR	912	0	0	0	0	0.00 %
0953 MIDWAY	44,010	0	20,000	20,000	0	0.00 %
0974 CO-OP ADVERTISING	16,423	10,027	24,000	24,000	0	0.00 %
7998 INTERNAL TRANSFERS FROM OTHER DEPARTMENTS	12,000	0	0	0	0	0.00 %
REVENUE TOTAL	163,218	69,143	131,336	131,336	0	0.00 %
GRAND TOTAL:	1,082,200	941,252	1,185,822	1,176,114	(9,708)	-0.82 %



CORPORATE SERVICES

2021 OPERATING BUDGET



Business Unit Summary

Budget Year: 2021

YTD End Date: December 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
Corporate Services						
COUNCIL SECRETARIAT	329,674	373,946	394,546	353,120	(41,426)	-10.50 %
CUSTOMER SERVICE CENTRE	200,519	235,182	255,474	272,897	17,423	6.82 %
FINANCIAL SERVICES	1,408,174	1,536,352	1,521,242	1,501,578	(19,664)	-1.29 %
HUMAN RESOURCES	938,992	886,269	1,124,884	1,124,023	(861)	-0.08 %
INFORMATION SYSTEMS	994,750	1,072,501	1,617,275	1,739,188	121,913	7.54 %
LEGAL DEPARTMENT - GENERAL	329,915	457,726	483,271	480,308	(2,963)	-0.61 %
LEGAL DEPARTMENT - POA	(4,662)	76,467	(136,323)	32,529	168,852	123.86 %
Total:	4,197,362	4,638,443	5,260,369	5,503,643	243,274	4.62 %
Grand Total:	4,197,362	4,638,443	5,260,369	5,503,643	243,274	4.62 %

Activity Summary Overview – 2021 Budget

Council Secretariat

Clerk's Department

The City Clerk's Office is responsible for Council Secretariat, Vital Statistics and Records Services.

In addition to overseeing these services, key responsibilities include executing the statutory duties of a Municipal Clerk, acting as "Head" under FOI legislation, and as Returning Officer for Municipal Elections.

Positions:

	2020 FTE	2021 FTE
City Clerk	1.00	1.00
Deputy Clerk	1.00	1.00
Administrative Staff	2.00	2.00
Totals	4.00	4.00

Elections:

Responsible for Municipal Elections (Council and 4 School Boards) held every four years. The policy is to fund the election expenses from the annual budget amounts that are transferred to the Election Reserve Fund.

Notable Adjustments - 2021 Budget

Council Secretariat

Item #	Description	Dollar Amount
1.	0403 – Marriage License – To reflect COVID-19 impact.	(\$20,000)
2.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$20,000
3.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater, Building, and POA departments.	\$37,333

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): COUNCIL SECRETARIAT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	279,818	324,486	321,791	331,463	9,672	3.01 %
1002 TEMPORARY SALARIES	(100)	0	0	0	0	0.00 %
1101 OVERTIME FULLTIME	559	388	2,500	2,500	0	0.00 %
1202 VACATION	5,583	13,437	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	83,825	93,070	100,860	97,095	(3,765)	-3.73 %
PERSONNEL TOTAL	369,685	431,381	425,151	431,058	5,907	1.39 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	4,819	2,313	4,000	4,000	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	305	668	800	800	0	0.00 %
2665 MARRIAGE LICENSES	14,400	9,600	14,400	14,400	0	0.00 %
3001 POSTAGE	2,472	1,698	2,750	2,750	0	0.00 %
3035 MILEAGE	0	0	250	250	0	0.00 %
3045 CONFERENCE & SEMINARS	2,265	2,547	6,000	5,400	(600)	-10.00 %
3060 MEALS	2,097	155	4,000	0	(4,000)	-100.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	403	824	800	900	100	12.50 %
3080 ADVERTISING & PROMOTION	4,964	1,240	7,500	2,000	(5,500)	-73.33 %
3099 MISC ADMIN EXPENSES	3,089	2,803	4,000	4,000	0	0.00 %
3310 OFFICE EQUIPMENT MAINTEN	336	204	350	350	0	0.00 %
3499 MISC CONTRACTS	0	0	500	500	0	0.00 %
GOODS & SERVICES TOTAL	35,150	22,052	45,350	35,350	(10,000)	-22.05 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	860	800	800	0	0.00 %
4110 CASH OVER / SHORT	80	(5)	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	80	855	800	800	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	0	274	500	500	0	0.00 %
5115 TRANSFER TO RESERVE FUND	65,000	65,000	65,000	65,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	65,000	65,274	65,500	65,500	0	0.00 %
EXPENSE TOTAL	469,915	519,562	536,801	532,708	(4,093)	-0.76 %
REVENUE						
0403 MARRIAGE LICENSE	51,305	34,720	50,000	30,000	(20,000)	-40.00 %
0409 OTHER LICENSE FEES	2,280	0	0	0	0	0.00 %
0418 BURIAL PERMITS	28,250	12,060	12,000	12,000	0	0.00 %
0470 TSF FROM RESERVE FUND	0	0	0	20,000	20,000	100.00 %
0479 REIMBURSEMENTS	0	62	0	0	0	0.00 %
0480 SUNDRY REVENUE	100	2	0	0	0	0.00 %
0850 ADMIN FEES	6,526	3,853	4,000	4,000	0	0.00 %
0977 LANE CLOSINGS	0	667	1,500	1,500	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	51,782	74,755	74,755	112,088	37,333	49.94 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): COUNCIL SECRETARIAT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
7940 SAFE RESTART FUNDING	0	19,498	0	0	0	0.00 %
REVENUE TOTAL	140,243	145,617	142,255	179,588	37,333	26.24 %
GRAND TOTAL:	329,672	373,945	394,546	353,120	(41,426)	-10.50 %

Activity Summary Overview – 2021 Budget

Customer Service Centre

The Customer Service Centre (CSC) provides a “One Stop Experience” for residents, visitors and community partners that is conveniently located on the main floor of City Hall. Customers pay for, inquire about, apply for, and/or register for City licenses, programs and services. A team of dedicated Customer Service Clerks are cross trained to work in all communication channels of service – phone, mail, counter and e-mail platforms. CSC Clerks work to resolve most inquiries rather than spending time re-directing customers who accidentally arrive at the wrong counter or telephone extension. Excellent and efficient customer service is at the heart of all transactions completed in the CSC as the team promotes a positive, helpful and friendly environment to resolve customer concerns.

The CSC is a service focused culture where Clerks employ a customer-centric approach to their regular duties and work activities. CSC Clerks put customer needs first when presenting solutions and providing support. This customer-centric approach applies at the counter or behind the scenes processing paperwork or responding to customer service inquiries through phone calls, mail, email and in-person requests for most City services.

Objectives of the Customer Service Centre

- Build relationships with the community
- Provide comprehensive and accurate responses in a timely manner
- Provide accessible customer service
- Provide responses that optimize productivity and resources while reducing duplication
- Provide a Centre that is customer oriented and which promotes a safe environment for staff and customers

Overview of Customer Service Centre Services

Accessing services is one of the most important ways that citizens interact with municipal government. Excellent customer service builds trust and demonstrates that the City is dedicated to serving citizens. The addition of licensing services and centralizing Business Licensing, Residential Rental Housing Licensing and Lottery Licensing within the CSC in 2020 demonstrates our continued commitment to improve the way we deliver Citizen-Centred Services.

Information Services

- Customer Service inquiries by phone, mail, email and in-person
- Processing all incoming & outgoing mail for the Corporation

Parking Services

- Processing of parking rental inquiries, applications and payments
- Processing of parking tickets, payments, and inquiries

Licensing

- Business Licensing
- Residential Rental Housing Licensing
- Lottery Licensing
- Cat/Dog Tags
- Burn Permits (Residential Burn Permits and Non-Residential Burn Permits)

Payments

- Water and Tax payments
- Accounts receivable payments
- Municipal Accommodation Tax payments
- Building permit fees
- Engineering and Public Works Service contract fees
- Arena and Park rental fees
- Fire inspection fees

General Services

- Transit passes
- Recycling bins
- Garbage bag tags
- Special event registrations
- City forms

Positions:

	2020 FTE	2021 FTE
Customer Service Centre Supervisor	1.00	1.00
Customer Service Clerk	4.00	4.00
Customer Service Clerk - Licensing	1.00	1.00
Administrative Assistant - Licensing	1.00	1.00
Totals	7.00	7.00

Notable Adjustments - 2021 Budget
Customer Service Centre

Item #	Description	Dollar Amount
1.	0401 – Business License – Anticipated reduction in revenue due to COVID-19 impact.	(\$10,000)
2.	0404 – Lottery License – Anticipated reduction in revenue due to COVID-19 restrictions.	(\$80,000)
3.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$90,000
4.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater and POA departments.	(\$18,797)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): CUSTOMER SERVICE CENTRE

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	393,505	394,311	399,266	403,185	3,919	0.98 %
1101 OVERTIME FULLTIME	185	1,897	0	0	0	0.00 %
1202 VACATION	5,299	9,455	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	50	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	126,032	133,303	134,118	127,124	(6,994)	-5.21 %
PERSONNEL TOTAL	525,071	538,966	533,384	530,309	(3,075)	-0.58 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	2,803	2,901	3,000	3,000	0	0.00 %
2607 POSTAGE MACHINE SUPPLIES	3,857	7,385	5,000	6,000	1,000	20.00 %
3001 POSTAGE	263	508	500	500	0	0.00 %
3005 COURIER & DELIVERY	4,084	5,589	6,750	6,250	(500)	-7.41 %
3045 CONFERENCE & SEMINARS	561	0	1,500	1,500	0	0.00 %
3075 TRAINING COURSES- IN	0	0	5,000	5,000	0	0.00 %
3080 ADVERTISING & PROMOTION	340	0	800	800	0	0.00 %
3310 OFFICE EQUIPMENT MAINTEN	1,319	1,594	2,500	2,500	0	0.00 %
3460 BRINKS COURIER	0	5,654	7,500	7,500	0	0.00 %
GOODS & SERVICES TOTAL	13,227	23,631	32,550	33,050	500	1.54 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	7,772	6,000	7,000	1,000	16.67 %
FINANCIAL EXPENSES TOTAL	0	7,772	6,000	7,000	1,000	16.67 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	908	1,442	1,500	1,500	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	908	1,442	1,500	1,500	0	0.00 %
EXPENSE TOTAL	539,206	571,811	573,434	571,859	(1,575)	-0.27 %
REVENUE						
0401 BUSINESS LICENSE	27,345	18,650	25,000	15,000	(10,000)	-40.00 %
0404 LOTTERY LICENSE	218,318	91,908	200,000	120,000	(80,000)	-40.00 %
0409 OTHER LICENSE FEES	0	2,160	3,000	3,000	0	0.00 %
0470 TSF FROM RESERVE FUND	0	0	0	90,000	90,000	100.00 %
0480 SUNDRY REVENUE	252	0	300	100	(200)	-66.67 %
7910 INTERNAL OVERHEAD REVENUE	92,771	89,659	89,659	70,862	(18,797)	-20.96 %
7940 SAFE RESTART FUNDING	0	134,253	0	0	0	0.00 %
REVENUE TOTAL	338,686	336,630	317,959	298,962	(18,997)	-5.97 %
GRAND TOTAL:	200,520	235,181	255,475	272,897	17,422	6.82 %

Activity Summary Overview – 2021 Budget

Financial Services

Provide timely, responsive, efficient and innovative financial services to all our customers in compliance with legislative requirements, while fostering a spirit of trust and accountability.

Activities include the following:

- Ensure that only valid, properly authorized disbursements are processed on a timely basis taking all available discounts while providing for the development and monitoring of corporate Accounts Payable function.
- Ensure that authorized payrolls are processed in exact amounts in a timely fashion, in compliance with all corporate policies, applicable regulations, and reporting requirements.
- Ensure that Accounts Receivable processes are in place to ensure complete and timely billing for services rendered. Monitor and process third party agreement receivables.
- Coordinate the development and maintenance of annual Operating and Capital Budgets in accordance with Legislative requirements.
- To provide and present to internal and external customers timely, accurate, and fiscally responsible variance reports that will assist in the financial decision making process.
- Ensure timely and accurate financial reporting to various parties and ensure completeness and integrity of supporting data.
- Ensure effective and efficient corporate treasury services and customer support in compliance with all applicable legislation, regulations, and corporate policies.
- Ensure a tax administration system compliant with all applicable legislation and Council direction.
- Ensure that procurement processes are in place for materials, supplies and contracts required by the City, administering Requests for Tender and Requests for Proposals on the City's behalf, and administering the City's Purchasing By-law.
- Ensure proper recording and reporting of Tangible Capital Assets.
- Lead the organization in developing an Asset Management Plan and ensuring compliance with applicable legislation.
- Leadership role in Corporate Financial Planning.

Positions:

	2020 FTE	2021 FTE
Chief Financial Officer	1.00	1.00
Director of Financial Services	1.00	1.00
Manager of Revenues & Taxation	1.00	1.00
Manager of Financial Services	1.00	1.00
Manager of Purchasing	1.00	1.00
Supervisor of Revenues & Taxation	1.00	1.00
Financial Reporting Coordinator *	3.00	3.00
Analyst	1.00	1.00
Clerical Staff Tax and Admin.	4.00	4.00
Clerical Staff Accounting	4.00	4.00
Clerical Staff Payroll	3.00	3.00
Buyer	1.00	1.00
Manager, Asset Management Planning*	1.00	1.00
Totals	23.00	23.00

* Funded partially and/or entirely from the capital budget.

Notable Adjustments - 2021 Budget

Financial Services

Item #	Description	Dollar Amount
1.	1001 – 1801 – Personnel Costs – Anticipated contractual salary and benefits. Partially offset with line #0460 – Transfer from Capital Fund.	\$11,922
2.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater, Building, and POA departments.	\$24,110

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): FINANCIAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	1,470,175	1,552,448	1,556,223	1,586,882	30,659	1.97 %
1010 MODIFIED/ACCOMMODATED	27,083	0	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	192,574	196,214	3,640	1.89 %
1101 OVERTIME FULLTIME	13,324	17,300	8,000	10,000	2,000	25.00 %
1202 VACATION	6,886	44,574	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	0	110	140	140	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	463,313	472,407	554,264	529,887	(24,377)	-4.40 %
PERSONNEL TOTAL	1,980,781	2,086,839	2,311,201	2,323,123	11,922	0.52 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	13,985	14,987	19,300	19,300	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	654	1,407	500	500	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	51	71	200	200	0	0.00 %
2699 MISC GENERAL SUPPLIES	805	206	0	0	0	0.00 %
3001 POSTAGE	42,433	44,774	43,000	43,000	0	0.00 %
3005 COURIER & DELIVERY	0	28	300	300	0	0.00 %
3010 TELEPHONE	2,155	2,896	2,000	2,200	200	10.00 %
3030 TRAVEL	1,718	0	3,900	3,900	0	0.00 %
3035 MILEAGE	134	0	500	500	0	0.00 %
3045 CONFERENCE & SEMINARS	8,153	2,169	6,200	7,000	800	12.90 %
3055 MEETING COSTS	204	420	0	0	0	0.00 %
3060 MEALS	2,428	230	1,000	1,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	17,078	10,644	12,850	11,600	(1,250)	-9.73 %
3070 TRAINING COURSES - OUT	0	371	0	0	0	0.00 %
3075 TRAINING COURSES- IN	1,038	0	11,500	11,000	(500)	-4.35 %
3080 ADVERTISING & PROMOTION	1,064	0	2,100	1,000	(1,100)	-52.38 %
3101 AUDIT & ACCOUNTING FEES	29,002	34,090	35,000	35,000	0	0.00 %
3130 CONSULTANT FEES	1,483	781	9,500	9,500	0	0.00 %
3199 MISC PROFESSIONAL FEES	52	2,188	500	500	0	0.00 %
3310 OFFICE EQUIPMENT MAINTEN	0	0	200	200	0	0.00 %
3460 BRINKS COURIER	7,539	1,885	0	0	0	0.00 %
GOODS & SERVICES TOTAL	129,976	117,147	148,550	146,700	(1,850)	-1.25 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	9,509	5,009	4,000	4,000	0	0.00 %
5033 SOFTWARE UPGRADING	407	0	0	0	0	0.00 %
5034 COMPUTER HARDWARE	0	7,820	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	9,916	12,829	4,000	4,000	0	0.00 %
EXPENSE TOTAL	2,120,673	2,216,815	2,463,751	2,473,823	10,072	0.41 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	31,935	32,574	281,968	285,229	3,261	1.16 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): FINANCIAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0472 REIMB - CUPE BENEFITS	2,385	126	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	7,534	381	0	0	0	0.00 %
0480 SUNDRY REVENUE	13	11	0	0	0	0.00 %
0850 ADMIN FEES	17,093	17,435	17,435	17,784	349	2.00 %
0853 TAX CERTIFICATE FEES	34,925	35,236	37,500	37,500	0	0.00 %
0854 TAX REGISTRATION FEES	83	0	0	0	0	0.00 %
0856 RETURN CHEQUE CHARGE	14,008	4,837	20,964	20,964	0	0.00 %
0860 ACCOUNT ADJ./METER READS	153	63	200	200	0	0.00 %
0861 OFFICIAL RECEIPTS	228	716	400	400	0	0.00 %
0862 WATER TO TAX TRANSFER	83,611	28,032	85,000	85,000	0	0.00 %
0868 SEWER PUMPOUT FEES	345	165	350	350	0	0.00 %
0883 ADMIN FEES LIBRARY	12,427	12,676	12,676	12,930	254	2.00 %
0886 ADMIN FEES POLICE	86,378	88,106	88,106	89,868	1,762	2.00 %
7910 INTERNAL OVERHEAD REVENUE	421,380	397,911	397,911	422,021	24,110	6.06 %
7940 SAFE RESTART FUNDING	0	62,195	0	0	0	0.00 %
REVENUE TOTAL	712,498	680,464	942,510	972,246	29,736	3.15 %
GRAND TOTAL:	1,408,175	1,536,351	1,521,241	1,501,577	(19,664)	-1.29 %

Activity Summary Overview – 2021 Budget

Human Resources

The Human Resources Department provides leadership and strategic direction on Human Resources objectives and practices that encourage and support a culture emphasizing employee engagement, quality and productivity, empowerment, goal attainment, safety and the recruitment, retention and ongoing development of an engaged workforce.

The Human Resources Department provides services related to:

- Legislative Compliance
- Development and Implementation of Corporate Human Resources Policies and Procedures
- Internal and External Recruitment /Employee Retention
- Labour Relations
- Employee Relations
- Employee Engagement
- Training and Development
- Pension and Benefits
- Compensation
- Risk Management
- Employee Wellness
- Disability Claims Management/WSIB administration
- Attendance Management
- Employee Records Employee
- Family Assistance Program (EFAP)

Positions:

	2020 FTE	2021 FTE
Chief Human Resources & Information Officer	1.00	1.00
Human Resources Advisor	1.00	1.00
Risk Management Advisor	1.00	1.00
Human Resources Officer	2.00	2.00
Benefits & Pension Coordinator	1.00	1.00
Human Resources Assistant	1.00	1.00
Totals	7.00	7.00

Notable Adjustments - 2021 Budget
Human Resources

Item #	Description	Dollar Amount
1.	1001 – 1801 – Personnel costs – Anticipated contractual salary and benefits.	\$20,209
2.	3199 – Misc. Professional Fees – Update physical demands analyses and incorporate psychological demands analyses to facilitate stay at work, return to work and workplace accommodation needs.	\$9,000
3.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater, Building, and POA departments.	\$29,625



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): HUMAN RESOURCES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	705,574	687,246	665,313	679,519	14,206	2.14 %
1202 VACATION	6,701	6,642	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	377,344	369,011	409,653	415,656	6,003	1.47 %
PERSONNEL TOTAL	1,089,619	1,062,899	1,074,966	1,095,175	20,209	1.88 %
GOODS & SERVICES						
2099 MISC. MATERIALS	22	6,854	0	0	0	0.00 %
2601 OFFICE SUPPLIES	5,506	3,425	1,900	2,100	200	10.53 %
2630 SUBSCRIPTIONS/PERIODICALS	476	821	400	400	0	0.00 %
2640 TRAINING SUPPLIES	68	0	0	0	0	0.00 %
2655 SAFETY SUPPLIES	387	1,062	2,500	2,500	0	0.00 %
2672 EVENTS	16,260	7,471	10,000	10,000	0	0.00 %
2682 PROMOTIONAL SUPPLIES	0	4	6,500	6,500	0	0.00 %
2925 QUARTER CENTURY CLUB	780	1,331	500	500	0	0.00 %
2930 LONG SERVICE PINS/AWARDS	7,779	3,962	5,000	5,000	0	0.00 %
3001 POSTAGE	308	278	600	500	(100)	-16.67 %
3010 TELEPHONE	418	922	1,000	1,000	0	0.00 %
3027 INTERVIEW EXPENSES	0	0	1,000	1,000	0	0.00 %
3028 RECRUITMENT	9,158	6,439	0	0	0	0.00 %
3030 TRAVEL	1,731	20	0	0	0	0.00 %
3035 MILEAGE	0	0	300	0	(300)	-100.00 %
3045 CONFERENCE & SEMINARS	7,821	1,001	7,500	7,500	0	0.00 %
3050 RECEPTIONS	528	90	0	0	0	0.00 %
3060 MEALS	7,375	970	0	0	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	1,814	3,498	2,650	2,500	(150)	-5.66 %
3070 TRAINING COURSES - OUT	5,934	8,007	49,900	49,900	0	0.00 %
3071 TRAINING	139	0	0	0	0	0.00 %
3075 TRAINING COURSES- IN	41,715	2,685	10,000	10,000	0	0.00 %
3080 ADVERTISING & PROMOTION	5,867	4,424	7,500	7,500	0	0.00 %
3099 MISC ADMIN EXPENSES	0	33	0	0	0	0.00 %
3103 HR FEES	0	55	0	0	0	0.00 %
3110 ARBITRATION FEES	73,552	65,572	75,000	75,000	0	0.00 %
3130 CONSULTANT FEES	560	0	20,000	20,000	0	0.00 %
3199 MISC PROFESSIONAL FEES	11,263	43,487	51,000	60,000	9,000	17.65 %
3475 EFAP	22,393	22,524	28,000	28,000	0	0.00 %
GOODS & SERVICES TOTAL	221,854	184,935	281,250	289,900	8,650	3.08 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	1,199	0	1,000	1,000	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): HUMAN RESOURCES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
5115 TRANSFER TO RESERVE FUND	120,000	120,000	120,000	120,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	121,199	120,000	121,000	121,000	0	0.00 %
EXPENSE TOTAL	1,432,672	1,367,834	1,477,216	1,506,075	28,859	1.95 %
REVENUE						
0416 PAYROLL CONTRIBUTIONS	5,847	5,911	6,000	6,000	0	0.00 %
0470 TSF FROM RESERVE FUND	205,431	190,152	60,900	60,900	0	0.00 %
0883 ADMIN FEES LIBRARY	1,391	1,491	1,419	1,447	28	1.97 %
0886 ADMIN FEES POLICE	3,240	3,305	3,305	3,371	66	2.00 %
7910 INTERNAL OVERHEAD REVENUE	277,769	280,708	280,708	310,333	29,625	10.55 %
REVENUE TOTAL	493,678	481,567	352,332	382,051	29,719	8.43 %
GRAND TOTAL:	938,994	886,267	1,124,884	1,124,024	(860)	-0.08 %

Activity Summary Overview – 2021 Budget

Information Systems

The Information Systems (I.S.) department provides information, communications and technology services to support corporate, business unit and departmental goals and those of our partner agencies. Services include hardware and software configuration, installation and technical support, network design and implementation, geographic information systems (GIS), internet/intranet, information security, wireless and mobile technology and apps, and information and communication technology policy and support.

The I.S. department supports desktop, mobile and remote computing environments with physical and virtual servers in datacenter and remote environments. The I.S. department manages the transition to Cloud Based applications to ensure appropriate and consistent use of Cloud Based technology throughout the City.

I.S. supports networking, access and security at the desktop, server, remote-access and network infrastructure levels. In addition, I.S. supports all telephony services for the City and those connected through the corporate Local Area Network (LAN).

GIS services include standard mapping platform support, data mapping support, and GPS mapping support. GIS services are used regularly in City departments and on special projects such as the Official Plan, Zoning, Transit, Economic Development Site Selector, etc.

Database and program support is provided for both in house and commercial applications. The applications supported range from landfill scales to financial systems to infrastructure management programs and includes direct support, contact with 3rd party vendors and maintaining connectivity between applications for data sharing.

Some of the applications are:

- Corporate Financial Applications
 - General Ledger
 - Accounts Payable/Receivable
 - Budgeting
 - Building and permitting
 - Purchasing/Inventory
 - Billing
 - Payroll
- Asset Management
- Event Scheduling
- External web sites and internal intranet
- Customer Relationship Management
- Event Scheduling and Ticketing
- Transit Scheduling
- Telephony Software
- Email
- CAD
- Mobile device software
- POA Court Recording
- Parking Management
- Vehicle Telemetry Software
- + Many more commercial and in house applications

The Information Systems department provides information, communication and technology services to all City departments and:

- The District of Nipissing Social Services Administration Board
- The North Bay Public Library
- The North Bay Jack Garland Airport
- The North Bay Mattawa Conservation Authority
- The North Bay Police Services
- Cassellholme, East Nipissing Home for the Aged
- The North Bay Battalion

Information Systems implements and maintains inter-site network connectivity to over 20 sites connected by fiber optics as well as wireless technology, a corporate IP Telephony system that spans to all City sites and other locations, and other security systems:

- City Hall
- Parking Office
- Memorial Gardens
- Pete Palangio Arena
- West Ferris Arena
- Water Treatment Plant
- Wastewater Treatment Plant
- Hazardous Waste Depot/Septage
- Multi-Use Sports Facility
- North Bay Mattawa Conservation Authority
- DNSSAB West Nipissing
- DNSSAB Mattawa
- Fire Station 1
- Fire Station 2
- Fire Station 3
- Marina
- Lee Park
- Public Works
- Transit Terminal
- Jack Garland Airport
- North Bay Police Service
- North Bay Public Library

Positions:

	2020 FTE	2021 FTE
Director of Information Systems	1.00	1.00
Manager Current Operations	1.00	1.00
Database Specialists	4.00	4.00
Network Specialists	2.00	2.00
Desk Top Publisher/Clerk	1.00	1.00
Technical/Help Desk Support	2.00	2.00
GIS Specialists	2.00	2.00
Totals	13.00	13.00

Notable Adjustments – 2021 Budget
Information Systems

Item #	Description	Dollar Amount
1.	3340 – Software Maintenance - Increase for move towards subscription-based licensing for Microsoft Office 365 and new electronic digital signature and document workflow software.	\$160,000
2.	3412 – Internet Fees – Increase required for inner building connectivity.	\$50,000
3.	7910 – Internal Overhead Revenue – To reflect support provide to Water and Wastewater, Building, and POA departments.	\$68,216



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): INFORMATION SYSTEMS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	914,083	854,823	1,062,710	1,072,513	9,803	0.92 %
1002 TEMPORARY SALARIES	9,832	1,600	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	63,828	68,331	4,503	7.05 %
1202 VACATION	(17,805)	11,545	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	686	229	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	281,985	254,243	352,722	333,209	(19,513)	-5.53 %
1802 FRINGE BENEFITS-PARTTIME	981	642	0	0	0	0.00 %
PERSONNEL TOTAL	1,189,762	1,123,082	1,479,260	1,474,053	(5,207)	-0.35 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	15,867	8,064	16,000	16,000	0	0.00 %
2699 MISC GENERAL SUPPLIES	3,733	167	6,500	6,500	0	0.00 %
3001 POSTAGE	0	5	0	0	0	0.00 %
3010 TELEPHONE	96,229	107,004	110,000	110,000	0	0.00 %
3020 COMPUTER COMMUNICATIONS/Audio/Video	6,415	6,705	7,500	7,500	0	0.00 %
3035 MILEAGE	1,131	376	3,500	2,500	(1,000)	-28.57 %
3045 CONFERENCE & SEMINARS	8,745	9,068	17,500	17,500	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,053	824	1,800	2,000	200	11.11 %
3080 ADVERTISING & PROMOTION	573	0	0	0	0	0.00 %
3210 OFFICE EQUIPMENT LEASE	51,253	47,942	65,000	60,000	(5,000)	-7.69 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	587	2,108	2,500	2,500	0	0.00 %
3340 SOFTWARE MAINTENANCE	291,804	363,821	400,000	560,000	160,000	40.00 %
3412 INTERNET FEES	18,879	17,052	128,000	178,000	50,000	39.06 %
3430 MAINTENANCE CONTRACT	46,435	39,627	50,000	50,000	0	0.00 %
3601 INSURANCE PREMIUMS	24,843	38,340	39,496	41,790	2,294	5.81 %
GOODS & SERVICES TOTAL	568,547	641,103	847,796	1,054,290	206,494	24.36 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	55	390	1,000	1,000	0	0.00 %
5030 COMPUTER H/WARE & S/WARE	22,862	6,535	0	0	0	0.00 %
5033 SOFTWARE UPGRADING	0	2,743	0	0	0	0.00 %
5034 COMPUTER HARDWARE	0	303	0	0	0	0.00 %
5037 LAPTOPS	0	5,267	0	0	0	0.00 %
5044 SECURITY HARDWARE	0	8,354	0	0	0	0.00 %
5099 MISC CAPITAL EXPENDITURES	0	352	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	22,917	23,944	1,000	1,000	0	0.00 %
EXPENSE TOTAL	1,781,226	1,788,129	2,328,056	2,529,343	201,287	8.65 %
REVENUE						
0428 ADVERTISING REVENUE	2,599	457	0	0	0	0.00 %
0460 TRANSFER FRM CAPITAL FUND	0	0	63,828	68,331	4,503	7.05 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): INFORMATION SYSTEMS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0479 REIMBURSEMENTS	24,248	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	710	0	0	0	0	0.00 %
0880 ADMIN FEES NB HYDRO	44,770	(3)	0	0	0	0.00 %
0882 ADMIN FEES CASSELLHOLME	21,118	23,718	20,440	21,000	560	2.74 %
0883 ADMIN FEES LIBRARY	52,575	53,627	53,627	54,700	1,073	2.00 %
0884 ADMIN FEES CA	4,088	4,088	4,088	4,088	0	0.00 %
0885 ADMIN FEES DNSSAB	204,847	209,277	153,410	156,478	3,068	2.00 %
0886 ADMIN FEES POLICE	11,635	11,868	11,868	12,105	237	2.00 %
0887 ADMIN FEES BATTALION	17,000	17,415	8,340	10,000	1,660	19.90 %
0888 ADMIN FEES - AIRPORT	2,759	2,814	2,814	2,870	56	1.99 %
7910 INTERNAL OVERHEAD REVENUE	400,126	392,366	392,366	460,582	68,216	17.39 %
REVENUE TOTAL	786,475	715,627	710,781	790,154	79,373	11.17 %
GRAND TOTAL:	994,751	1,072,502	1,617,275	1,739,189	121,914	7.54 %

Activity Summary Overview – 2021 Budget

Legal Services

City Solicitor

Provides legal services required by The Corporation of the City of North Bay, and Service Partners through a Solicitor entitled to practice law in Ontario with particular regard to Municipal Law and Municipal administrative procedures. Reviews legal matters referred to outside counsel.

Service Partners through Administrative Agreements include:

- North Bay Public Library Board
- North Bay Police Services Board
- North Bay Jack Garland Airport
- Invest North Bay Development Corporation
- North Bay Hydro Holdings Limited
- North Bay Mattawa Conservation Authority

By-Law Enforcement & Canadian Corp. of Commissionaires

Provides for enforcement of all City By-Laws (except Property Standards By-Law) where investigations are conducted in order to gather information to gain compliance and where compliance cannot be attained, to proceed with prosecutions including charging and testifying in court.

Commissionaires-Ottawa are contracted by the City to provide enforcement, primarily focused on parking by-laws, but also to conduct investigations for various other by-law infractions under the direction of the By-Law Enforcement Coordinator. The contract is for 5 years starting August 2016.

The By-Law Enforcement Coordinator directs all enforcement of parking by-laws within the City. The Coordinator is the main liaison contact with Commissionaires-Ottawa which includes billing, time sheet reviews, officer selection and daily direction. The Coordinator also works with various security firms in the City acting as agents of the City for enforcement purposes for both smoking by-laws and parking by-laws, which includes training officers. The Coordinator also handles most by-law complaints made to the City, handles all complaints with regards to parking tickets issued by Commissionaires-Ottawa officers and all security firm agents, and provides support for the Prosecutor with regards to file reviewing and testifying for some North Bay Police Service charges.

Positions:

	2020 FTE	2021 FTE
City Solicitor	1.00	1.00
Paralegal	0.50	1.00
Law Clerk	1.00	1.00
By-Law Enforcement Coordinator	1.00	1.00
By-Law Enforcement Officer	1.00	1.00
Totals	4.50	5.00

Notable Adjustments - 2021 Budget

Legal Department – General

Item #	Description	Dollar Amount
1.	1001-1801 – Personnel Costs – Anticipated salary and benefits.	\$21,412
2.	0421 – Parking Fines – Anticipated revenue decrease due to COVID-19.	(\$30,000)
3.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$30,000
4.	7910 – Internal Overhead Revenue – To reflect support provided to Water and Wastewater, Building, and POA departments.	\$26,864

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): LEGAL DEPARTMENT - GENERAL

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	315,173	321,728	417,897	452,373	34,476	8.25 %
1202 VACATION	4,746	4,443	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	89,863	90,060	136,707	123,643	(13,064)	-9.56 %
PERSONNEL TOTAL	409,782	416,231	554,604	576,016	21,412	3.86 %
GOODS & SERVICES						
2401 GAS FUEL	4,114	3,360	4,028	4,042	14	0.35 %
2601 OFFICE SUPPLIES	7,214	7,213	5,700	5,700	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	16,090	19,072	15,000	16,000	1,000	6.67 %
2650 CLOTHING / UNIFORM	102	0	700	700	0	0.00 %
2655 SAFETY SUPPLIES	31	0	0	0	0	0.00 %
3001 POSTAGE	7,643	5,406	8,300	7,800	(500)	-6.02 %
3005 COURIER & DELIVERY	83	83	50	50	0	0.00 %
3010 TELEPHONE	3,923	2,103	4,100	4,100	0	0.00 %
3030 TRAVEL	1,076	2,562	500	1,000	500	100.00 %
3035 MILEAGE	271	0	200	100	(100)	-50.00 %
3045 CONFERENCE & SEMINARS	2,643	1,331	4,600	4,600	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	3,025	284	3,200	3,200	0	0.00 %
3080 ADVERTISING & PROMOTION	8,027	950	400	900	500	125.00 %
3145 REGISTRY OFFICE FEES	35,469	38,012	43,500	43,500	0	0.00 %
3170 LEGAL SEARCHES	52	838	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	0	410	500	500	0	0.00 %
3310 OFFICE EQUIPMENT MAINTEN	0	0	400	400	0	0.00 %
3450 COMMISSIONAIRES	119,431	130,598	126,430	127,694	1,264	1.00 %
3499 MISC CONTRACTS	305	5,826	0	0	0	0.00 %
3602 RISK MANAGEMENT	367,380	367,380	367,380	367,380	0	0.00 %
GOODS & SERVICES TOTAL	576,879	585,428	584,988	587,666	2,678	0.46 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	5,425	6,000	6,500	500	8.33 %
FINANCIAL EXPENSES TOTAL	0	5,425	6,000	6,500	500	8.33 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	996	0	1,000	1,000	0	0.00 %
5015 OFFICE FURNITURE & EQUIP	238	0	0	500	500	100.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	1,234	0	1,000	1,500	500	50.00 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	15,153	15,153	15,153	15,153	0	0.00 %
INTERNAL TRANSFERS TOTAL	15,153	15,153	15,153	15,153	0	0.00 %
EXPENSE TOTAL	1,003,048	1,022,237	1,161,745	1,186,835	25,090	2.16 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): LEGAL DEPARTMENT - GENERAL

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
REVENUE						
0409 OTHER LICENSE FEES	2,280	2,160	2,000	2,000	0	0.00 %
0419 OTHER PERMIT/ENCROACHMENT	1,945	2,628	1,000	1,500	500	50.00 %
0420 COURT FINES	98,989	57,748	85,000	85,000	0	0.00 %
0421 PARKING FINES	256,180	179,938	250,000	220,000	(30,000)	-12.00 %
0470 TSF FROM RESERVE FUND	40,000	40,000	50,000	80,000	30,000	60.00 %
0479 REIMBURSEMENTS	2,202	18,664	0	1,000	1,000	100.00 %
0487 SURCHARGE	76	1,339	0	0	0	0.00 %
0850 ADMIN FEES	307	351	1,000	500	(500)	-50.00 %
0854 TAX REGISTRATION FEES	75,573	74,746	105,000	105,000	0	0.00 %
0883 ADMIN FEES LIBRARY	738	753	753	768	15	1.99 %
0884 ADMIN FEES CA	3,000	0	0	0	0	0.00 %
0886 ADMIN FEES POLICE	8,488	8,658	8,658	8,831	173	2.00 %
7910 INTERNAL OVERHEAD REVENUE	183,356	175,063	175,063	201,927	26,864	15.35 %
7940 SAFE RESTART FUNDING	0	2,465	0	0	0	0.00 %
REVENUE TOTAL	673,134	564,513	678,474	706,526	28,052	4.13 %
GRAND TOTAL:	329,914	457,724	483,271	480,309	(2,962)	-0.61 %

Activity Summary Overview – 2021 Budget

Provincial Offences Administration

Operates the Provincial Offences and Court Administration Centre for the North Bay Area which includes Trout Creek to Mattawa to Marten River to the French River, according to the following: a Provincial Memorandum of Understanding; a Municipal Partners' Agreement; a Court House Side Agreement; applicable statutory and common law.

Positions:

	2020 FTE	2021 FTE
City Prosecutor	1.00	1.00
POA Manager	1.00	1.00
POA Clerk	2.00	2.00
POA Collections Clerk	1.00	1.00
Legal Assistant	1.00	1.00
Court Clerk Monitor	1.00	1.00
Totals	7.00	7.00

Statistics:

NUMBER OF CHARGES FILED

2013	= 16,680
2014	= 14,161
2015	= 14,339
2016	= 12,750
2017	= 12,016
2018	= 11,092
2019	= 10,769
2020	= 7,880 (Estimate)

POA FINE GROSS REVENUE

2013	= \$1,718,857
2014	= \$1,682,528
2015	= \$1,573,974
2016	= \$1,623,287
2017	= \$1,404,049
2018	= \$1,414,216
2019	= \$1,245,584
2020	= \$ 864,023 (Estimate)

Notable Adjustments - 2021 Budget

Provincial Offences Administration

Item #	Description	Dollar Amount
1.	3940 – POA Shared Revenue – 45% of net revenue to other municipalities - Agreement says parties agree to sharing revenues & expenses – Anticipating a deficit in 2021.	(\$140,134)
2.	7020 – Internal Transfers to Other Departments - 2.5% increase for rental of Council Chambers & other expenses as per agreement between POA Municipal Partners and City of North Bay. Agreement expires Jan. 31, 2021 by mutual consent and can be renewed for two additional 5 year periods.	\$6,334
3.	0420 – Court Fines – In the last few years, the number of charges laid has been decreasing by approximately 1,000 charges every year. As of August 2020, charges have decreased by 1,811 charges compared to August 2019. The impact of COVID-19 has resulted in a significant reduction in revenue. Budget estimate based on 2019 actuals.	(\$308,914)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): LEGAL DEPARTMENT - POA

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	473,832	482,803	500,361	507,398	7,037	1.41 %
1002 TEMPORARY SALARIES	5,073	0	0	0	0	0.00 %
1101 OVERTIME FULLTIME	444	0	0	0	0	0.00 %
1202 VACATION	6,499	5,103	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	227	0	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	300	80	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	149,244	148,484	161,979	154,007	(7,972)	-4.92 %
1802 FRINGE BENEFITS-PARTTIME	667	0	0	0	0	0.00 %
PERSONNEL TOTAL	636,286	636,470	662,340	661,405	(935)	-0.14 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	2,772	1,655	4,500	3,000	(1,500)	-33.33 %
2630 SUBSCRIPTIONS/PERIODICALS	5,747	6,500	3,900	3,900	0	0.00 %
2636 POA FORM SUPPLIES	2,363	5,210	5,000	5,000	0	0.00 %
3001 POSTAGE	1,405	589	3,000	3,000	0	0.00 %
3010 TELEPHONE	1,294	1,397	1,250	1,250	0	0.00 %
3025 PHOTOCOPY EXPENSES	0	0	2,000	0	(2,000)	-100.00 %
3030 TRAVEL	804	0	2,500	1,000	(1,500)	-60.00 %
3035 MILEAGE	503	179	1,000	1,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	3,116	1,021	3,250	3,200	(50)	-1.54 %
3070 TRAINING COURSES - OUT	818	331	2,500	2,000	(500)	-20.00 %
3099 MISC ADMIN EXPENSES	0	0	100	100	0	0.00 %
3157 COURT REPORTER	167	0	500	0	(500)	-100.00 %
3160 WITNESS FEES	2,913	173	3,500	3,000	(500)	-14.29 %
3161 PART III PROSECUTIONS	116,865	40,012	154,000	154,000	0	0.00 %
3163 PART TIME PROSECUTER	23,708	1,463	23,000	23,000	0	0.00 %
3168 COLLECTION AGENCY FEES	45,495	31,489	35,000	35,000	0	0.00 %
3170 LEGAL SEARCHES	570	195	1,000	0	(1,000)	-100.00 %
3199 MISC PROFESSIONAL FEES	5,307	1,304	4,000	4,000	0	0.00 %
3215 PROPERTY & BUILDING LEASE	1,832	407	1,800	1,800	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	2,410	1,365	7,500	7,500	0	0.00 %
3450 COMMISSIONAIRES	3,601	696	3,400	3,400	0	0.00 %
3499 MISC CONTRACTS	6,085	1,384	5,000	6,000	1,000	20.00 %
3601 INSURANCE PREMIUMS	1,674	1,674	1,674	1,674	0	0.00 %
3940 POA SHARED REVENUE	14,868	0	111,537	(28,597)	(140,134)	-125.64 %
3942 POA ICON CHARGES	21,000	14,122	20,000	20,000	0	0.00 %
GOODS & SERVICES TOTAL	265,317	111,166	400,911	254,227	(146,684)	-36.59 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	15,933	13,877	16,000	16,000	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Corporate Services

Division(s): LEGAL DEPARTMENT - POA

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
4110 CASH OVER / SHORT	0	5	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	15,933	13,882	16,000	16,000	0	0.00 %
INTERNAL TRANSFERS						
7010 ADMINISTRATON & OVERHEAD	59,898	61,096	61,096	62,318	1,222	2.00 %
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	247,152	253,331	253,331	259,665	6,334	2.50 %
INTERNAL TRANSFERS TOTAL	307,050	314,427	314,427	321,983	7,556	2.40 %
EXPENSE TOTAL	1,224,586	1,075,945	1,393,678	1,253,615	(140,063)	-10.05 %
REVENUE						
0420 COURT FINES	866,934	535,192	1,215,000	906,086	(308,914)	-25.43 %
0423 DEVOLVED COURT FINES	39,152	(14,665)	0	0	0	0.00 %
0425 FINES - COLLECTION AGENCY	339,498	209,025	315,000	315,000	0	0.00 %
0462 POA YE RECEIVABLES	(16,339)	0	0	0	0	0.00 %
7940 SAFE RESTART FUNDING	0	269,927	0	0	0	0.00 %
REVENUE TOTAL	1,229,245	999,479	1,530,000	1,221,086	(308,914)	-20.19 %
GRAND TOTAL:	(4,659)	76,466	(136,322)	32,529	168,851	123.86 %



GENERAL GOVERNMENT

2021 OPERATING BUDGET



Business Unit Summary

Budget Year: 2021

YTD End Date: December 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
General Government Activities						
FINANCIAL EXPENSES	17,959,796	19,058,223	19,165,847	21,271,005	2,105,158	10.98 %
GENERAL REVENUES	(101,381,189)	(105,964,947)	(12,706,854)	(12,568,272)	138,582	1.09 %
MAYOR & COUNCIL	434,602	442,746	631,476	624,607	(6,869)	-1.09 %
OFFICE OF THE CAO	425,052	462,124	409,364	422,478	13,114	3.20 %
Total:	(82,561,739)	(86,001,854)	7,499,833	9,749,818	2,249,985	30.00 %
Grand Total:	(82,561,739)	(86,001,854)	7,499,833	9,749,818	2,249,985	30.00 %

Activity Summary Overview – 2021 Budget

Financial Expenses

Long-Term Financing

Long-Term Financing is one of many funding options to finance capital projects. The City of North Bay seeks out flexible terms that match the municipality's needs. Consideration is given to the terms that match the life of the assets as well as interest rates, variable versus fixed and payment frequency. The amount of annual long-term financing is governed by the City's Long-Term Capital Funding Policy.

Capital Levy (Pay go)

The City's Long-Term Capital Funding Policy stipulates the amount of the capital levy to be included in the operating budget. The capital levy is funding collected from the tax levy to support capital infrastructure projects in the City's Capital Budget.

Write-offs & Contingencies

These series of accounts budget for the annual negative impact to the assessment roll resulting from assessment reductions.

Assessment changes may be initiated by the ratepayer or by the Municipal Property Assessment Corporation (MPAC). If an appeal cannot be resolved by MPAC an appeal with the Assessment Review Board (ARB) can be filed by the ratepayer. If the appeal goes to a Full Hearing, expert witnesses representing the City's interests are required.

In 2013 the position of Junior Assessment and Real Estate Specialist was created to assist in the administration of the City's Assessment Base Management Program. Monitoring of assessment appeals and proactive management of the assessment roll by the Specialist mitigates the deterioration of the assessment base.

Growth Community Improvement Plan (GCIP)

GCIP is a tool that allows a municipality to take actions to support improvements and redevelopment within a specifically defined Community Improvement Project Area. The three target areas within the plan are: The Housing Target Area, The Industrial Target Area, and The Downtown Target Area. Each area within the plan has defined incentives which require funding. The approved 2020 GCIP Service Level Change included an annual operating increase in the amount of \$100,000. Due to COVID-19, this annual increase has been delayed to now start in 2022.

Positions:

	2020 FTE	2021 FTE
Jr. Assessment & Real Estate Specialist	1.00	1.00
Totals	1.00	1.00

Notable Adjustments - 2021 Budget

Financial Expenses

Item #	Description	Dollar Amount
1.	1801 – Fringe Benefits – Fulltime – Increase due to negotiated benefits and WSIB rate changes.	\$654,356
2.	4015 – Debenture Principal – Based on Long Term Capital Funding Policy.	(\$324,343)
3.	4020 – Debenture Interest – Based on Long Term Capital Funding Policy.	(\$116,802)
4.	4222 – Property Tax Reductions – Increased costs for Municipal Tax Reduction programs.	\$112,431
5.	4235 – Gen Account Write-Off – New Hardship Program.	\$300,000
6.	5101 – Capital Levy – Based on Long Term Capital Funding Policy with recommended exclusion of CPI adjustment.	\$2,082,566
7.	5150 – Agreements – TNB/Private/Municipal Partnership per MAT allocation policy. See offset in line #0470.	\$40,000
8.	0437 – Dividends – Expected revenue decrease.	(\$42,858)
9.	0470 – Transfer from Reserve Fund – Offset for TNB/Private/Municipal Partnership per MAT allocation policy, new Hardship Program and Council recommendation. See lines #4235 and #5150.	\$715,000

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): General Government Activities

Division(s): FINANCIAL EXPENSES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	83,904	85,649	84,835	86,432	1,597	1.88 %
1002 TEMPORARY SALARIES	0	103	0	0	0	0.00 %
1202 VACATION	(131)	3,154	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	0	0	(200,000)	(200,000)	0	0.00 %
1401 TRAINING & SAFETY	0	513	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	486,072	85,181	27,188	681,544	654,356	2,406.78 %
1802 FRINGE BENEFITS-PARTTIME	0	0	0	0	0	0.00 %
PERSONNEL TOTAL	569,845	174,600	(87,977)	567,976	655,953	745.60 %
GOODS & SERVICES						
2099 MISC. MATERIALS	0	0	0	0	0	0.00 %
2655 SAFETY SUPPLIES	0	20,948	0	0	0	0.00 %
3005 COURIER & DELIVERY	0	0	0	0	0	0.00 %
3030 TRAVEL	0	0	1,000	1,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	450	0	500	500	0	0.00 %
3075 TRAINING COURSES- IN	369	499	2,000	2,000	0	0.00 %
3080 ADVERTISING & PROMOTION	25,698	0	0	0	0	0.00 %
3105 LEGAL FEES	3,765	1,343	0	5,000	5,000	100.00 %
3130 CONSULTANT FEES	46,059	0	0	0	0	0.00 %
3199 MISC PROFESSIONAL FEES	0	0	0	0	0	0.00 %
3305 BUILDING MAINTENANCE	0	1,987	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	0	3,568	0	0	0	0.00 %
3499 MISC CONTRACTS	18,565	17,027	27,400	27,400	0	0.00 %
3710 MEMBERSHIPS	0	269	1,000	0	(1,000)	-100.00 %
3930 COMMUNITY PROGRAMS	2,869	0	11,000	11,000	0	0.00 %
GOODS & SERVICES TOTAL	97,775	45,641	42,900	46,900	4,000	9.32 %
FINANCIAL EXPENSES						
4005 INTERNAL INTEREST CHARGES	878,696	510,401	200,000	200,000	0	0.00 %
4015 DEBENTURE PRINCIPAL	6,549,342	6,691,448	7,152,575	6,828,232	(324,343)	-4.53 %
4020 DEBENTURE INTEREST	767,066	761,132	968,804	852,002	(116,802)	-12.06 %
4101 BANK CHARGES	49,798	3,778	5,200	3,100	(2,100)	-40.38 %
4110 CASH OVER / SHORT	(53)	(37)	0	0	0	0.00 %
4125 PENNY PHASE OUT	0	(1)	0	0	0	0.00 %
4201 COURT OF REVISION (442)	40,344	114,815	60,000	60,000	0	0.00 %
4202 ANA WRITEOFFS	6,166	5,779	10,000	10,000	0	0.00 %
4204 P.R.A.N.	(1,101)	25,961	20,000	20,000	0	0.00 %
4205 ARB/OMB/COURT DECISIONS	1,496,502	320,874	120,000	120,000	0	0.00 %
4206 MINUTES OF SETTLEMENT	41,450	76,387	80,000	80,000	0	0.00 %
4210 UNCOLLECTIBLE TAXES - 495	69,417	20,790	5,000	5,000	0	0.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): General Government Activities

Division(s): FINANCIAL EXPENSES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
4222 PROPERTY TAX REDUCTIONS	513,812	602,617	470,953	583,384	112,431	23.87 %
4225 WATER WRITE-OFFS	331	0	0	0	0	0.00 %
4235 GEN ACCOUNT WRITE-OFF	37,370	0	35,000	335,000	300,000	857.14 %
4250 CIP/TIFF INCENTIVES	11,294	7,759	85,000	85,000	0	0.00 %
4252 VACANCY REBATES	221,917	9,720	0	0	0	0.00 %
4253 CHARITY REBATES	63,607	53,094	85,000	85,000	0	0.00 %
4254 PILS	41,307	(16,857)	0	0	0	0.00 %
4320 INVENTORY SHORT/(OVER)	(18,009)	(51,976)	0	0	0	0.00 %
4401 CONTINGENCY	0	0	206,502	230,602	24,100	11.67 %
FINANCIAL EXPENSES TOTAL	10,769,256	9,135,684	9,504,034	9,497,320	(6,714)	-0.07 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	496	1,213	0	0	0	0.00 %
5101 CAPITAL LEVY	10,245,279	11,632,743	11,632,743	13,715,309	2,082,566	17.90 %
5115 TRANSFER TO RESERVE FUND	11,369,633	11,917,848	370,000	370,000	0	0.00 %
5150 AGREEMENTS	0	50,000	50,000	90,000	40,000	80.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	21,615,408	23,601,804	12,052,743	14,175,309	2,122,566	17.61 %
SERVICE PARTNERS						
6055 DSSAB	0	8,500	0	0	0	0.00 %
SERVICE PARTNERS TOTAL	0	8,500	0	0	0	0.00 %
INTERNAL TRANSFERS						
7040 SAFE RESTART FUNDING	0	2,978,900	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	0	2,978,900	0	0	0	0.00 %
EXPENSE TOTAL	33,052,284	35,945,129	21,511,700	24,287,505	2,775,805	12.90 %
REVENUE						
0430 PENALTIES/CURRENT TAXES	804,932	503,884	650,000	650,000	0	0.00 %
0433 PENALTIES A/R	8,654	1,282	15,000	15,000	0	0.00 %
0437 DIVIDENDS	1,404,078	555,761	725,000	682,142	(42,858)	-5.91 %
0440 INTEREST/CURRENT BANK	1,265,277	651,373	500,000	500,000	0	0.00 %
0441 INTEREST ON INVESTMENTS	773,227	912,828	430,000	430,000	0	0.00 %
0460 TRANSFER FRM CAPITAL FUND	15,420	0	0	0	0	0.00 %
0470 TSF FROM RESERVE FUND	555,079	2,993,900	15,000	730,000	715,000	4,766.67 %
0471 PINEWOOD SS REIMBURSEMENT	0	267	0	0	0	0.00 %
0473 METHANE SALES	0	0	50,000	50,000	0	0.00 %
0479 REIMBURSEMENTS	0	97,914	0	0	0	0.00 %
0480 SUNDRY REVENUE	1,500	46,240	0	0	0	0.00 %
0512 PROVINCIAL GAS TAX	895,808	910,784	0	0	0	0.00 %
0517 SAFE RESTART	0	4,180,415	0	0	0	0.00 %
0539 ONT COMMUNITY INFR OCIF	2,569,870	2,632,581	0	0	0	0.00 %
0542 CANNABIS FUNDING	171,701	0	0	0	0	0.00 %
0599 MISC. PROVINCIAL GRANTS	17,690	0	0	0	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *General Government Activities*

Division(s): *FINANCIAL EXPENSES*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0608 FEDERAL GAS TAX	6,609,171	3,127,848	0	0	0	0.00 %
0919 VENDING MACHINE SALES	80	79	0	0	0	0.00 %
0995 DONATIONS / GRANTS	0	8,500	0	0	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	0	0	(39,147)	(40,642)	(1,495)	-3.82 %
7940 SAFE RESTART FUNDING	0	263,249	0	0	0	0.00 %
REVENUE TOTAL	15,092,487	16,886,905	2,345,853	3,016,500	670,647	28.59 %
GRAND TOTAL:	17,959,797	19,058,224	19,165,847	21,271,005	2,105,158	10.98 %

Activity Summary Overview – 2021 Budget

General Revenues

OMPF

The Ontario Municipal Partnership Fund (OMPF) is the Province's unconditional grant payment to municipalities. It is anticipated that the funding envelope in 2021 will remain stable.

Municipal Taxation

To provide for the calculation, administration, reporting, and collecting of municipal taxes. Property tax is the main revenue source for municipalities in Ontario. Municipal tax rates are set by each municipality based on their own individual tax revenue needs as part of their annual budget process.

Payments-In-Lieu

The City records payments-in-lieu (PIL) of taxes for properties owned by the federal or provincial government.

The Government of Canada makes payments under the Payments-in-Lieu-of Taxes Act. Through its federal departments and Crown corporations and agencies it owns a large inventory of property that includes: office buildings, harbours, prisons, national parks, RCMP detachment buildings and post offices.

Properties owned by the Province of Ontario or provincial Crown corporations make PIL payments under the Municipal Tax Assistance Act for properties occupied or owned by the province, tenanted provincial property and property leased by the province from exempt entities.

Most federal and provincial properties benefit from the services provided by municipalities and the governments firmly support the principle that, as a property owner, even though it is exempt from taxation, it should share the cost of local government equitably with other property owners in the community. Payments are based on the principle of fairness and are equitable in comparison to those made by other property owners.

Municipal Accommodation Tax

On November 23, 2017, the Province of Ontario issued the Transient Accommodation Regulation 435/17, which came into force December 1, 2017 and provides the necessary provisions for municipalities across Ontario to implement a Municipal Accommodation Tax (MAT).

The implementation of a Municipal Accommodation Tax will create new revenues to promote tourism in North Bay and leverage capital investment and development. A capital/infrastructure focus will enhance the City's ability to finance new projects and also serve to improve infrastructure sustainability and in doing so strengthen North Bay's ability to attract and offer major event opportunities as well as new business.

Positions:

	2020 FTE	2021 FTE
Financial Reports Coordinator – MAT	1.00	1.00
Totals	1.00	1.00

Notable Adjustments - 2021 Budget

General Revenues

Item #	Description	Dollar Amount
1.	0305 – Unconditional Grants – 2021 OMPF funding change.	(\$113,600)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): General Government Activities

Division(s): GENERAL REVENUES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	62,371	71,088	70,910	76,058	5,148	7.26 %
1101 OVERTIME FULLTIME	0	1,557	500	0	(500)	-100.00 %
1202 VACATION	(469)	1,878	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	20,378	22,464	23,834	23,445	(389)	-1.63 %
PERSONNEL TOTAL	82,280	96,987	95,244	99,503	4,259	4.47 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	0	112	500	500	0	0.00 %
2720 MUNICIPAL TAXES	2,428	2,476	2,525	2,575	50	1.98 %
3001 POSTAGE	0	282	500	500	0	0.00 %
3030 TRAVEL	0	0	600	600	0	0.00 %
3045 CONFERENCE & SEMINARS	0	0	650	650	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	997	997	1,050	1,050	0	0.00 %
3075 TRAINING COURSES- IN	0	0	1,000	1,000	0	0.00 %
GOODS & SERVICES TOTAL	3,425	3,867	6,825	6,875	50	0.73 %
CAPITAL/RESERVE TRANSACTIONS						
5115 TRANSFER TO RESERVE FUND	359,684	214,803	316,407	314,514	(1,893)	-0.60 %
5150 AGREEMENTS	539,526	322,205	474,610	471,772	(2,838)	-0.60 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	899,210	537,008	791,017	786,286	(4,731)	-0.60 %
EXPENSE TOTAL	984,915	637,862	893,086	892,664	(422)	-0.05 %
REVENUE						
0105 TAXATION	86,053,436	90,449,128	0	0	0	0.00 %
0110 SUPPLEMENTARY TAXES	412,778	599,684	400,000	400,000	0	0.00 %
0120 CAPPING ADJUSTMENTS	770	0	0	0	0	0.00 %
0140 MUNICIPAL ACCOMMODATION TAX	982,487	635,385	890,000	890,000	0	0.00 %
0185 EDUCATION TAXES RETAINED	58,618	53,013	60,000	60,000	0	0.00 %
0201 FEDERAL PROPERTIES	799,542	781,810	0	0	0	0.00 %
0211 C B C	2,139	2,234	0	0	0	0.00 %
0231 GOVERNMENT SERVICES	1,585,533	1,633,641	0	0	0	0.00 %
0250 NORTH BAY GENERAL HOSPITAL	30,300	30,300	30,300	30,300	0	0.00 %
0252 NORTH BAY JAIL	7,500	7,500	7,500	7,500	0	0.00 %
0253 NIPSSING UNIVERSITY	267,375	283,425	267,375	267,375	0	0.00 %
0254 CANADORE COLLEGE	190,125	182,175	190,125	182,125	(8,000)	-4.21 %
0260 MMAH-EFECTO DE ONDAS	1,036	1,174	0	0	0	0.00 %
0272 LIQUOR CONTROL BOARD	65,191	69,217	0	0	0	0.00 %
0274 ONTARIO NORTHLAND	531,762	549,764	0	0	0	0.00 %
0280 NORTH BAY HYDRO	0	23,969	0	0	0	0.00 %
0281 CITY OF NORTH BAY	269,880	280,627	0	0	0	0.00 %
0282 TOWNSHIP OF NORTH HIMSWOR	3,708	3,801	0	0	0	0.00 %
0283 LINEAR PROPERTY ACREAGE	23,983	23,574	28,350	23,574	(4,776)	-16.85 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): General Government Activities

Division(s): GENERAL REVENUES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0285 EDUCATION TAXES RETAINED - PIL	363,712	348,316	390,000	390,000	0	0.00 %
0305 UNCONDITIONAL GRANTS	9,319,400	10,207,800	10,207,800	10,094,200	(113,600)	-1.11 %
0470 TSF FROM RESERVE FUND	973,386	0	700,000	699,745	(255)	-0.04 %
0477 LAND LEASE	0	4,800	0	0	0	0.00 %
0480 SUNDRY REVENUE	5,202	9,309	10,000	10,000	0	0.00 %
0841 PROPERTY RENTALS	326,860	328,872	325,199	310,870	(14,329)	-4.41 %
0869 OTHER ADMINISTRATION FEES	15,000	15,000	15,000	15,000	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	76,380	78,290	78,290	80,247	1,957	2.50 %
REVENUE TOTAL	102,366,103	106,602,808	13,599,939	13,460,936	(139,003)	-1.02 %
GRAND TOTAL:	(101,381,188)	(105,964,946)	(12,706,853)	(12,568,272)	138,581	1.09 %

Activity Summary Overview – 2021 Budget

Mayor & Council

Mayor and Council

This cost center captures the expenses associated with the operations of the Mayor's Office and the activities of the City's ten councillors. Costs include compensation, travel, training conferences, office supplies, reception and other administration costs associated with City Council.

Positions:	2020 Elected Officials	2021 Elected Officials
Mayor	1.00	1.00
City Councillors	10.00	10.00
Totals	11.00	11.00

Integrity Commissioner

On May 30th, 2017, multiple legislative amendments were passed through Bill 68. Part of the amendments focuses on accountability and transparency and includes the need for the public and municipal councillors to have access to an Integrity Commissioner, with broadened powers to investigate conflict of interest complaints and provide advice to councillors.

Notable Adjustments – 2021 Budget

Mayor & Council

Item #	Description	Dollar Amount
1.	No notable adjustments.	

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): General Government Activities

Division(s): MAYOR

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1002 TEMPORARY SALARIES	68,468	69,974	69,837	70,678	841	1.20 %
1802 FRINGE BENEFITS-PARTTIME	10,041	10,070	10,143	10,200	57	0.56 %
PERSONNEL TOTAL	78,509	80,044	79,980	80,878	898	1.12 %
GOODS & SERVICES						
2520 SOUVENIR SUPPLIES	0	0	300	300	0	0.00 %
2601 OFFICE SUPPLIES	2,525	715	1,500	1,500	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	218	0	0	0	0	0.00 %
2699 MISC GENERAL SUPPLIES	185	2,099	1,000	1,000	0	0.00 %
3001 POSTAGE	362	183	500	500	0	0.00 %
3010 TELEPHONE	2,089	805	1,500	1,500	0	0.00 %
3035 MILEAGE	1,247	380	1,250	1,250	0	0.00 %
3045 CONFERENCE & SEMINARS	10,085	3,964	12,000	10,000	(2,000)	-16.67 %
3050 RECEPTIONS	682	493	4,000	4,000	0	0.00 %
3060 MEALS	2,205	644	3,000	3,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	109	0	1,000	1,000	0	0.00 %
3105 LEGAL FEES	3,012	45,487	150,000	150,000	0	0.00 %
3930 COMMUNITY PROGRAMS	407	500	10,000	10,000	0	0.00 %
3970 CORPORATE INITIATIVES	2,777	1,770	10,000	10,000	0	0.00 %
GOODS & SERVICES TOTAL	25,903	57,040	196,050	194,050	(2,000)	-1.02 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	0	0	1,000	1,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	0	0	1,000	1,000	0	0.00 %
EXPENSE TOTAL	104,412	137,084	277,030	275,928	(1,102)	-0.40 %
REVENUE						
0480 SUNDRY REVENUE	154	0	0	0	0	0.00 %
REVENUE TOTAL	154	0	0	0	0	0.00 %
GRAND TOTAL:	104,258	137,084	277,030	275,928	(1,102)	-0.40 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): General Government Activities

Division(s): COUNCIL

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1002 TEMPORARY SALARIES	272,570	278,567	278,021	281,299	3,278	1.18 %
1802 FRINGE BENEFITS-PARTTIME	13,853	14,128	14,412	13,623	(789)	-5.47 %
PERSONNEL TOTAL	286,423	292,695	292,433	294,922	2,489	0.85 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	80	0	250	250	0	0.00 %
2699 MISC GENERAL SUPPLIES	1,111	972	2,000	2,000	0	0.00 %
3001 POSTAGE	31	33	0	0	0	0.00 %
3030 TRAVEL	1,022	0	0	0	0	0.00 %
3035 MILEAGE	269	0	1,250	1,250	0	0.00 %
3045 CONFERENCE & SEMINARS	28,012	9,732	50,000	45,000	(5,000)	-10.00 %
3060 MEALS	3,435	153	4,000	4,000	0	0.00 %
3130 CONSULTANT FEES	5,416	0	0	0	0	0.00 %
3601 INSURANCE PREMIUMS	4,545	2,077	4,512	1,257	(3,255)	-72.14 %
GOODS & SERVICES TOTAL	43,921	12,967	62,012	53,757	(8,255)	-13.31 %
EXPENSE TOTAL	330,344	305,662	354,445	348,679	(5,766)	-1.63 %
GRAND TOTAL:	330,344	305,662	354,445	348,679	(5,766)	-1.63 %

Activity Summary Overview – 2021 Budget

Office of the CAO

The Office of the CAO is responsible to the Mayor and Members of Council for the administration, coordination and direction of all affairs of the Corporation in accordance with the policies and direction established by Council. In addition the office comprises of the Communication and Strategic Development division. The Communications and Strategic Development Officer supports the following:

- assists with the implementation and communication of the City's business plan
- develops and administers the approved Corporate Communication Plan
- coordinates corporate public relations activities and events
- develops and implements approved standards and protocols for social media networking mediums and content management of the corporate intranet
- oversees the approved graphic presentation and content management of the corporate web site
- assists in the preparation and distribution of media notices or releases
- reviews and implements approved recommendation with regards to identity and brand management for the City of North Bay
- assists with the development and implementation of approved policies and standards across the Corporation
- ensures consistent marketing and promotion of the City of North Bay
- acts as corporate media liaison as required

This cost centre captures all the costs associated to the operations of the Office of the Chief Administrative Officer including total compensation, training, travel, office supplies and other administration costs.

Positions:

	2020 FTE	2021 FTE
CAO	1.00	1.00
Executive Assistant	1.00	1.00
Communications and Strategic Development Officer	1.00	1.00
Totals	3.00	3.00

Notable Adjustments - 2021 Budget

Office of the CAO

Item #	Description	Dollar Amount
1.	1001-1801 – Personnel – Anticipated wage and benefit increases.	\$21,671
2.	7910 – Internal Overhead Revenue – To reflect support provided to other internal departments including Water, Wastewater and Building departments.	\$9,018

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

General Government Activities

Division(s):

OFFICE OF THE CAO

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	336,440	368,730	354,842	377,409	22,567	6.36 %
1202 VACATION	14,478	16,121	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	92,716	100,235	101,316	100,420	(896)	-0.88 %
PERSONNEL TOTAL	443,634	485,086	456,158	477,829	21,671	4.75 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	2,432	1,995	1,500	1,500	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	0	0	100	100	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	153	0	0	0	0	0.00 %
2672 EVENTS	6,891	0	8,500	8,500	0	0.00 %
2699 MISC GENERAL SUPPLIES	0	98	400	400	0	0.00 %
3010 TELEPHONE	1,653	2,810	2,000	2,000	0	0.00 %
3030 TRAVEL	0	0	1,500	1,500	0	0.00 %
3035 MILEAGE	1,234	821	1,300	1,300	0	0.00 %
3045 CONFERENCE & SEMINARS	5,054	1,389	4,500	3,500	(1,000)	-22.22 %
3060 MEALS	611	310	1,000	1,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	20,382	21,962	20,500	21,962	1,462	7.13 %
3075 TRAINING COURSES- IN	0	0	3,000	3,000	0	0.00 %
3080 ADVERTISING & PROMOTION	0	5,151	10,550	10,550	0	0.00 %
3130 CONSULTANT FEES	0	0	3,500	3,500	0	0.00 %
GOODS & SERVICES TOTAL	38,410	34,536	58,350	58,812	462	0.79 %
CAPITAL/RESERVE TRANSACTIONS						
5015 OFFICE FURNITURE & EQUIP	938	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	938	0	0	0	0	0.00 %
EXPENSE TOTAL	482,982	519,622	514,508	536,641	22,133	4.30 %
REVENUE						
0470 TSF FROM RESERVE FUND	0	0	5,400	5,400	0	0.00 %
0482 LAND SALE/RENTAL	1,275	1,275	1,275	1,275	0	0.00 %
0901 TICKET SALES	3,240	0	3,100	3,100	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	53,414	56,223	95,370	104,388	9,018	9.46 %
REVENUE TOTAL	57,929	57,498	105,145	114,163	9,018	8.58 %
GRAND TOTAL:	425,053	462,124	409,363	422,478	13,115	3.20 %



INFRASTRUCTURE & OPERATIONS

2021 OPERATING BUDGET



Business Unit Summary

Budget Year: 2021

YTD End Date: December 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
Infrastructure and Operations						
AQUATIC CENTRE	313,242	277,225	344,650	349,000	4,350	1.26 %
CITY HALL FACILITIES	601,516	730,087	655,733	614,969	(40,764)	-6.22 %
ENGINEERING SERVICES	690,685	652,798	926,811	950,601	23,790	2.57 %
ENVIRONMENTAL SERVICES	1,217,619	1,466,548	842,954	805,608	(37,346)	-4.43 %
FLEET MANAGEMENT	0	1,626	0	0	0	0.00 %
KINGS LANDING	(9,635)	(19,768)	(1,091)	3,713	4,804	440.33 %
MARINA	0	7,221	0	0	0	0.00 %
PARKING OPERATIONS	(230,997)	30,529	(9,926)	24,456	34,382	346.38 %
PARKS - OPERATIONS	3,920,037	3,462,820	4,062,048	3,984,214	(77,834)	-1.92 %
ROADS DEPARTMENT	8,349,659	8,742,751	8,769,051	8,885,713	116,662	1.33 %
STORM SEWERS	602,092	595,555	591,604	587,805	(3,799)	-0.64 %
TRANSIT	4,497,080	4,395,832	4,525,024	4,325,026	(199,998)	-4.42 %
WORKS DEPT ADMINISTRATION	836,574	849,976	827,145	774,892	(52,253)	-6.32 %
Total:	20,787,872	21,193,200	21,534,003	21,305,997	(228,006)	-1.06 %
Grand Total:	20,787,872	21,193,200	21,534,003	21,305,997	(228,006)	-1.06 %

Activity Summary Overview - 2021 Budget

Aquatic Centre

To provide for the agreement between the YMCA and the City of North Bay to assist with costs to maintain the Aquatic Centre operated by the YMCA.

- Aquatic Centre Capital & Operating budget development and implementation in coordination with the YMCA
- Capital Project Management; planning, execution, risk management, closure, warranty follow-up
- Budget reporting and management
- Participate on Energy Efficiency Action Committee
- Creation, implementation, and maintenance of an assets management plan
- Health & Safety

Positions:

	2020 FTE	2021 FTE
Supervisor, Facilities & Parking	0.10	0.10
Totals	0.10	0.10

Notable Adjustments - 2021 Budget

Aquatic Centre

Item #	Description	Dollar Amount
1.	2701 – Hydro - To reflect historical, projected usage and estimated rates.	(\$12,654)
2.	3601 – Insurance – Increase due to reallocation of premiums based on insured values plus an anticipated 10% increase for 8 months of the year.	\$15,042

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): AQUATIC CENTRE

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	6,180	7,517	8,483	8,644	161	1.90 %
1202 VACATION	1,341	329	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	1,963	2,352	2,719	2,574	(145)	-5.33 %
PERSONNEL TOTAL	9,484	10,198	11,202	11,218	16	0.14 %
GOODS & SERVICES						
2625 BUILDING MAINT SUPPLIES	4,166	3,901	9,100	9,100	0	0.00 %
2701 HYDRO	117,880	143,750	139,940	127,286	(12,654)	-9.04 %
2705 NATURAL GAS	89,399	26,767	93,921	95,582	1,661	1.77 %
2715 WATER	31,181	20,856	33,000	33,286	286	0.87 %
3305 BUILDING MAINTENANCE	14,115	10,557	9,100	9,100	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	12,260	11,254	12,240	12,240	0	0.00 %
3340 SOFTWARE MAINTENANCE	478	0	0	0	0	0.00 %
3430 MAINTENANCE CONTRACT	32,119	35,565	33,600	33,600	0	0.00 %
3601 INSURANCE PREMIUMS	6,884	16,308	7,546	22,588	15,042	199.34 %
GOODS & SERVICES TOTAL	308,482	268,958	338,447	342,782	4,335	1.28 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	5,275	6,366	5,000	5,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	5,275	6,366	5,000	5,000	0	0.00 %
EXPENSE TOTAL	323,241	285,522	354,649	359,000	4,351	1.23 %
REVENUE						
0841 PROPERTY RENTALS	10,000	0	10,000	10,000	0	0.00 %
7940 SAFE RESTART FUNDING	0	8,299	0	0	0	0.00 %
REVENUE TOTAL	10,000	8,299	10,000	10,000	0	0.00 %
GRAND TOTAL:	313,241	277,223	344,649	349,000	4,351	1.26 %

Activity Summary Overview - 2021 Budget

City Hall Facilities

To operate and maintain City Hall facilities. Provide on-going development and rehabilitation of the building and its equipment with an emphasis on accessibility, energy efficiency, and sustainability of the facility.

- Capital & Operating budget development and implementation
- Capital Project Management; planning, execution, risk management, closure, warranty follow-up
- Budget reporting and management
- Janitorial services
- Participate on Energy Efficiency Action Committee
- Health & Safety

Positions:

	2020 FTE	2021 FTE
Manager, Facilities*	0.75	0.75
Supervisor, Facilities & Parking	0.40	0.40
Facilities Coordinator*	0.70	0.70
Building Maintenance Person	2.00	2.00
Custodian	2.00	2.00
Totals	5.85	5.85

* - The Facilities Manager and Coordinator position are being housed in this budget and will be partially funded from the capital projects they are responsible for executing via budget line item 0460.

Notable Adjustments - 2021 Budget

City Hall Facilities

Item #	Description	Dollar Amount
1.	2701 – Hydro – To reflect historical, projected usage and estimated rates.	\$(9,436)
2.	3450 – Commissionaires – Increase costs related to Commissionaires located in the lobby at City Hall to ensure safety protocols are being followed by visitors to the building. It is anticipated that this will continue until protocols with respect to the COVID-19 pandemic are no longer needed.	\$41,600
3.	3601 – Insurance – Decrease due to reallocation of premiums based on insured values plus an anticipated 10% increase for 8 months of the year.	\$(41,000)
4.	0470 – Transfer from Reserve Fund – To offset additional cost of Commissionaires as a result of COVID-19. This is anticipated to be a one-time transfer and that costs will return to historical levels in 2022.	\$41,600
5.	0969 – Recovery of Utility Costs- To reflect agreements with tenants.	\$(8,707)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

CITY HALL FACILITIES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	318,576	363,232	299,112	306,028	6,916	2.31 %
1002 TEMPORARY SALARIES	973	2,834	2,000	2,000	0	0.00 %
1003 SHIFT PREMIUM	4,307	4,104	5,290	5,300	10	0.19 %
1011 SALARIES CAPITAL/Special Projects	0	0	104,513	102,644	(1,869)	-1.79 %
1101 OVERTIME FULLTIME	4,419	4,045	3,500	3,640	140	4.00 %
1202 VACATION	7,710	5,699	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	95	35	0	100	100	100.00 %
1801 FRINGE BENEFITS-FULLTIME	99,859	115,812	129,143	122,604	(6,539)	-5.06 %
PERSONNEL TOTAL	435,939	495,761	543,558	542,316	(1,242)	-0.23 %
GOODS & SERVICES						
2601 OFFICE SUPPLIES	1,114	886	1,000	1,000	0	0.00 %
2615 JANITORIAL SUPPLIES	9,978	14,248	12,300	15,000	2,700	21.95 %
2650 CLOTHING / UNIFORM	1,553	1,603	1,816	1,816	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	738	540	880	1,125	245	27.84 %
2701 HYDRO	202,311	215,096	231,097	221,661	(9,436)	-4.08 %
2705 NATURAL GAS	24,394	24,894	26,708	26,081	(627)	-2.35 %
2715 WATER	12,661	9,997	12,769	13,516	747	5.85 %
3001 POSTAGE	29	53	0	75	75	100.00 %
3010 TELEPHONE	1,020	2,197	1,750	1,750	0	0.00 %
3035 MILEAGE	179	163	750	750	0	0.00 %
3060 MEALS	63	0	0	0	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	72	0	0	0	0	0.00 %
3071 TRAINING	1,174	0	0	1,175	1,175	100.00 %
3075 TRAINING COURSES- IN	0	2,040	3,000	3,000	0	0.00 %
3305 BUILDING MAINTENANCE	46,595	50,407	31,000	31,000	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	48,250	51,104	45,500	45,500	0	0.00 %
3450 COMMISSIONAIRES	6,066	41,715	10,500	52,100	41,600	396.19 %
3480 CLEANING CONTRACT	38,200	40,386	41,100	41,500	400	0.97 %
3601 INSURANCE PREMIUMS	87,898	63,954	96,351	55,351	(41,000)	-42.55 %
GOODS & SERVICES TOTAL	482,295	519,283	516,521	512,400	(4,121)	-0.80 %
CAPITAL/RESERVE TRANSACTIONS						
5005 BUILDINGS	2,385	28,022	27,000	27,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	2,385	28,022	27,000	27,000	0	0.00 %
EXPENSE TOTAL	920,619	1,043,066	1,087,079	1,081,716	(5,363)	-0.49 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	0	0	104,513	102,644	(1,869)	-1.79 %
0470 TSF FROM RESERVE FUND	0	0	0	41,600	41,600	100.00 %
0474 REFUNDS	3,991	4,448	3,750	3,750	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): CITY HALL FACILITIES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0481 INSURANCE REVENUE	0	3,153	0	0	0	0.00 %
0969 RECOVERY OF UTILITY COSTS	98,887	79,452	100,865	92,158	(8,707)	-8.63 %
0970 REC OF MAINTENANCE COSTS	13,259	16,708	13,000	13,000	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	202,965	209,219	209,219	213,596	4,377	2.09 %
REVENUE TOTAL	319,102	312,980	431,347	466,748	35,401	8.21 %
GRAND TOTAL:	601,517	730,086	655,732	614,968	(40,764)	-6.22 %

Activity Summary Overview - 2021 Budget

Engineering Services

Positions:

	2020 FTE	2021 FTE
City Engineer	0.30	0.50
Senior Capital Program Engineer *	1.00	1.00
Senior Project Manager *	1.00	1.00
Infrastructure Engineer **	1.00	1.00
Engineer in Training *	1.00	1.00
Field Tech I ***	5.00	5.00
Field Tech II *	2.00	2.00
Chief Draftsperson *	1.00	1.00
Engineering Technician I & II *	3.00	3.00
Administrative Assistant, EESW	0.50	0.50
Engineering Students ♦	0.60	0.30
Manager, Special Projects ****	1.00	1.00
Totals	17.40	17.30

Note

- * Funded from capital projects (capital project time is tracked by each position and charged to applicable projects throughout the year)
- ** Infrastructure Engineer and one Field Tech I funded entirely from capital projects (funded from 7010 – Administration & Overhead, charged to Project 2699GG)
- *** Most of the activities and tasks of the various positions are directly related to Capital projects and are therefore recovered from the applicable projects. These activities include project management, surveying, design, contract administration, and inspection.
- **** 3-year contract for the Community Center Capital Project
- ♦ Committee Adjustment

Summary Information

The major activities of the Engineering Department include project management for design and construction of municipal infrastructure (roads, streetscaping, watermains, sanitary and storm sewers, culverts, and bridges) including pre-engineering surveys for design, environmental assessments, preliminary and detailed design, as well as contract administration and inspection for construction projects. Other activities include asset management, traffic engineering, development review, long-term planning studies, utility approvals, and service contracts with private property owners to install infrastructure in the City road allowance. The major categories of activities are Infrastructure, Capital Works, Engineering Technical Services, Development, and Traffic.

Infrastructure

The Engineering Department conducts studies and analyzes the performance of the City's infrastructure networks to ensure that the provision of road, water and wastewater services are safe and reliable. This is accomplished through the following programs: Asset Management for the core assets, including updates to the State of the Infrastructure Reports and Asset Management Plan; Bridge and Culvert Management Program; Infrastructure Needs Assessment; and Pavement Management Program.

Capital Works

Activities for municipal infrastructure projects (roads, streetscaping, watermains, sanitary and storm sewers, culverts, and bridges), include:

-
- In-house survey
 - Management of specialized consultants (geotechnical, etc.)
 - In-house/consulted Environmental Assessments
 - In-house/consulted preliminary and detailed designs
 - Project management for design and construction
 - Management of consulted engineering services
 - In-house contract administration and inspection services for construction
 - Collection of as-built construction information

The Engineering Department also provides planning, survey, design, cost estimating, and advisory services to other City departments with respect to their capital works.

The department is a liaison with regulatory agencies and utilities to obtain permits and approvals and to coordinate design and construction activities. Review services are also undertaken for Ministry of the Environment, Conservation, and Parks approvals for design and construction of watermains, sanitary sewers, and storm sewers.

Engineering Technical Services

The department provides a wide range of services to the general public including:

- General engineering inquiries
- North Bay maps (Road, Rural and Urban)
- Engineering drawings (Plan & Profile, Details, City Standards)
- City projects digital drawing archives
- Servicing requests from private property owners for water, sanitary, and storm connections (Service Contracts)
- Property status requests
- Utilities Municipal Consent processing (Hydro, Telecommunication, Gas, etc.)
- AutoCAD mapping services
- Traffic counts
- Property bar locates
- Maintenance of as-built construction information

Development

Engineering assists the Planning Department with review of new developments, including: Subdivision Development (Subdivision/Draft Plan Approvals, Pre-servicing Agreements, and Subdivision Agreements), Site Plan Control Agreement Applications, Major Property Development, General Property Development, Committee of Adjustment Applications, Minor Variance Applications, and Consent Applications. Engineering provides comments and recommendations related to the storm water management, water and sewer servicing, grading, erosion and sedimentation control, and traffic impact.

Traffic

Activities for traffic engineering services include: review, analysis, and recommendations for traffic requests (stop signs, traffic signals, pedestrian crossings, and speed concerns).

Notable Adjustments - 2021 Budget

Engineering Services

Item #	Description	Dollar Amount
1.	1001 - 1802 – Personnel Costs – Anticipated wage and benefit increases and transfer 0.2 FTE of City Engineer - Infrastructure & Operations position from Public Works. Includes positions funded from capital. See offset in line #0460.	\$154,566
2.	0460 – Transfer from Capital Fund - Increase to reflect wages and benefits recovered from Capital Projects. See lines #1001 - #1802.	\$126,940
3.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$9,000
4.	0835 – Special Event Fees – Anticipated decrease in road closures for special events due to COVID-19.	(\$9,000)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): ENGINEERING SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	613,060	540,077	656,352	706,542	50,190	7.65 %
1002 TEMPORARY SALARIES	14,448	0	17,472	8,892	(8,580)	-49.11 %
1003 SHIFT PREMIUM	0	10	0	0	0	0.00 %
1010 MODIFIED/ACCOMMODATED	0	0	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	578,628	687,964	109,336	18.90 %
1101 OVERTIME FULLTIME	4,851	18,555	3,000	3,000	0	0.00 %
1202 VACATION	(1,860)	33,272	699	356	(343)	-49.07 %
1204 STATUTORY HOLIDAYS	623	506	650	650	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	193,949	165,678	387,271	392,523	5,252	1.36 %
1802 FRINGE BENEFITS-PARTTIME	1,801	0	2,305	1,016	(1,289)	-55.92 %
PERSONNEL TOTAL	826,872	758,098	1,646,377	1,800,943	154,566	9.39 %
GOODS & SERVICES						
2401 GAS FUEL	9,631	8,574	11,406	9,243	(2,163)	-18.96 %
2601 OFFICE SUPPLIES	2,110	1,856	1,000	1,000	0	0.00 %
2610 DRAFTING SUPPLIES	4,708	1,808	3,000	3,000	0	0.00 %
2612 SURVEY SUPPLIES	15,138	68,102	15,500	15,450	(50)	-0.32 %
2650 CLOTHING / UNIFORM	2,747	3,206	3,000	3,000	0	0.00 %
2655 SAFETY SUPPLIES	1,341	1,543	2,000	2,000	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	830	1,150	750	1,000	250	33.33 %
3005 COURIER & DELIVERY	524	12	500	750	250	50.00 %
3010 TELEPHONE	1,835	2,482	1,800	1,800	0	0.00 %
3035 MILEAGE	2,426	3,917	1,750	2,500	750	42.86 %
3045 CONFERENCE & SEMINARS	4,578	(1,005)	1,200	1,200	0	0.00 %
3055 MEETING COSTS	546	1,151	500	750	250	50.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	3,215	2,834	3,575	5,565	1,990	55.66 %
3070 TRAINING COURSES - OUT	18,016	3,333	19,000	15,000	(4,000)	-21.05 %
3075 TRAINING COURSES- IN	0	0	10,500	7,000	(3,500)	-33.33 %
3133 TRAFFIC COUNTS	0	4,711	1,000	1,500	500	50.00 %
3150 MEDICAL FEES	219	0	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	1,575	837	500	500	0	0.00 %
GOODS & SERVICES TOTAL	69,439	104,511	76,981	71,258	(5,723)	-7.43 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	0	2,697	5,000	7,500	2,500	50.00 %
5015 OFFICE FURNITURE & EQUIP	5,400	2,261	2,000	2,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	5,400	4,958	7,000	9,500	2,500	35.71 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	46,521	52,061	52,795	52,795	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): ENGINEERING SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
7050 FLEET CHARGEBACK CHARGES	0	24,571	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	46,521	76,632	52,795	52,795	0	0.00 %
EXPENSE TOTAL	948,232	944,199	1,783,153	1,934,496	151,343	8.49 %
REVENUE						
0419 OTHER PERMIT/ENCROACHMENT	3,655	6,245	1,800	4,000	2,200	122.22 %
0460 TRANSFER FRM CAPITAL FUND	0	0	632,906	759,846	126,940	20.06 %
0470 TSF FROM RESERVE FUND	0	0	0	9,000	9,000	100.00 %
0472 REIMB - CUPE BENEFITS	1,643	1,082	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	4,646	2,539	0	0	0	0.00 %
0481 INSURANCE REVENUE	0	54,525	0	0	0	0.00 %
0827 OVERSIZED LOAD PERMITS	1,750	2,325	1,500	1,750	250	16.67 %
0835 SPECIAL EVENT FEES	16,608	3,968	12,000	3,000	(9,000)	-75.00 %
0850 ADMIN FEES	114	368	0	0	0	0.00 %
0855 SERVICE CHARGES	5,734	2,286	9,000	6,000	(3,000)	-33.33 %
0895 ENG APPLICATION FEES	52,220	36,925	25,000	25,000	0	0.00 %
0965 TRAFFIC COUNT FEES	700	0	1,500	750	(750)	-50.00 %
0980 SUBDIVISION INSPECTION FE	6,200	11,000	5,000	5,000	0	0.00 %
0981 MOE CERTIFICATES	9,500	7,500	5,000	5,000	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	154,774	162,636	162,636	164,548	1,912	1.18 %
REVENUE TOTAL	257,544	291,399	856,342	983,894	127,552	14.89 %
GRAND TOTAL:	690,688	652,800	926,811	950,602	23,791	2.57 %

Activity Summary Overview – 2021 Budget

Environmental Services

Summary Information

The Environmental Services' budget provides for the operation and maintenance of the engineered landfill sites, waste and recycling collection, household hazardous waste disposal, and environmental remediation and consulting services for contaminated lands owned by the City of North Bay.

Positions:

	2020 FTE	2021 FTE
City Engineer	0.10	0.00
Senior Engineer	0.50	0.33
Landfill Operations Coordinator	1.00	1.00
Waste Management Coordinator	1.00	1.00
Hazardous Waste Attendant	2.00	2.00
Organic Depot - Students	0.60	0.60
Landfill Attendant	3.44	3.55
W&WWF Operator	1.00	1.00
Totals	9.64	9.48

Garbage Collection

Solid waste collection is contracted to Miller Waste Systems. The contract commenced July 1, 2010. It was amended and extended July 1, 2020 with a new termination date of July 1, 2030. All residents of North Bay receive waste collection; an estimated 19,000 households will receive curbside pick-up in 2020 and approx. 4,500 households are served through the multi-residential collection service. The annual curbside household rate from July 1, 2020 was \$48.84 and will be increased by 2.5% for January 1, 2021.

Blue Box Program

Blue Box Program includes collection, processing, sales of goods and advertising. The Blue Box Program is included in the Garbage Collection contract with Miller Waste Systems. The City also leases the Facility and is currently negotiating an extension on the lease.

Waste diversion is a Ministry of the Environment requirement of operating the City's landfill site and is subsidized through Provincial Stewardship Programs. The program cost is funded between 40% to 50% depending on performance and efficiencies measured through a provincial data call. The higher the measured performance the greater the funding received. The City has consistently received at or very near 50%.

Household Hazardous Waste (HHW) Depot

Maintaining a Household Hazardous Waste Program is a requirement of the Certificate of Approval to operate a Landfill. The site is open year-round. Services are offered to surrounding municipalities and charged out on a per household basis. The established fee is \$2 / household.

Stewardship Ontario Funding continues to evolve. The province introduced a bill that establishes the regime for waste diversion in Ontario. Stewardship Ontario is not in agreement with the bill and the Stewards and Province continually review / negotiate responsibilities and costs. There is an expectation that there will be some sort of funding; however, there is always

a risk that funding may not be available. The 2020 Stewardship Ontario provided funding of over 50% and the proposed 2021 Budget assumes that the funding from Stewardship Ontario will be at this level once again.

Merrick Landfill

A new landfill operations contract began January 1, 2016 and will extend to December 31, 2021. Landfill site management, weigh scales and recycling facilities are maintained and operated by City staff. As of December 31, 2020, the site will be 26 years old and have an estimated remaining life of 17.4 years based on the Engineer's report.

Tipping fees are collected on commercial/industrial waste deposited at the landfill site. In 2020, tipping fees increased from \$96 to \$99/tonne and will increase to \$102/tonne beginning January 1, 2021. This increase has been reflected in the tipping fee revenue line item.

Landfill Gas Management started in 2006. In 2012, North Bay Hydro commissioned the electricity generation station that utilizes the landfill gas collected at Merrick. Depending on landfill gas availability and utilization system efficiency the station will generate between 6 and 10 million kWh of electricity (equivalent annual electricity to power 750 to 1,300 average households) that is sold to the grid under an Ontario Power Authority (OPA) Fixed-in-Tariff (FIT) Agreement.

Leachate Treatment

The Leachate Treatment Facility, which is a requirement of the Ministry of the Environment Certificate of Approval, was commissioned early 2018 and is now operational.

Marsh Drive Landfill

Marsh Drive landfill closed in 1994. Costs are for the perpetual care of the landfill.

Organic Depot

The Organic Depot accepts and diverts organics from the Merrick Landfill Site. These Waste Reduction/Diversion activities are a requirement under the City's Certificate of Approval to operate a Landfill Site.

Notable Adjustments - 2021 Budget

Environmental Services

Item #	Description	Dollar Amount
1.	1001 – 1802 - Personnel Costs – Reallocation of positions from Environmental Services to Engineering and Water and Sewer. Increase in temporary salaries to reflect projected actuals.	(\$48,165)
2.	2055 – Chemicals – Reduce budget to reflect projected actuals. Process optimizations realized at the leachate treatment plant.	(\$55,000)
3.	3155 – Monitoring Reports – Reduce budget to reflect projected actuals. New contract for annual environmental reports.	(\$20,000)
4.	3202 – Organic Containers – Increase budget to reflect actuals.	\$10,000
5.	3401 – Street Garbage Contract – New 10 year garbage collection contract started July 1, 2020. Rate increase based on new contract.	\$36,342
6.	3405 – Recycling Collection – New 10 year recycling collection contract started July 1, 2020. Rate increase based on new contract. Partially offset with line #0478.	\$105,000
7.	3413 – Landfill Maintenance Contract – Projected 2% rate increase on 2021 projected actual waste volume. Five year average used to calculate projected waste volume.	\$112,455
8.	3418 – Water Analysis – Increase budget to reflect actuals.	\$10,000
9.	3980 – Clean Green Beautiful – New funding contribution to Clean Green Beautiful North Bay.	\$10,000
10.	0452 – Sale of Recycled Goods – Reduce budget to reflect projected actuals. Recycling goods markets are declining.	(\$50,000)
11.	0459 – Other Sales – Anticipated revenue increase from garbage tag sales.	\$18,142
12.	0478 – Agreement Revenue – Increase in funding from Stewardship due to increased costs for recycling contract. Partially offsets line #3405.	\$80,000
13.	0817 – Tipping Fees – Increase revenue to reflect projected actuals. The projected budget includes \$3/ton increase in landfill tipping fees effective January 1, 2021.	\$170,087

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

ENVIRONMENTAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	532,986	524,249	614,483	584,180	(30,303)	-4.93 %
1002 TEMPORARY SALARIES	82,186	78,322	42,870	59,587	16,717	38.99 %
1003 SHIFT PREMIUM	18	10	0	0	0	0.00 %
1004 OTHER/STANDBY	2,472	1,511	2,000	0	(2,000)	-100.00 %
1101 OVERTIME FULLTIME	38,020	16,561	18,500	15,000	(3,500)	-18.92 %
1102 OVERTIME PART TIME	8,491	3,957	12,264	1,000	(11,264)	-91.85 %
1202 VACATION	35,087	55,876	1,714	1,984	270	15.75 %
1203 COMPASSIONATE LEAVE	2,176	1,135	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	17,907	12,135	0	0	0	0.00 %
1207 SICK LEAVE	14,333	10,881	0	0	0	0.00 %
1301 WSIB LEAVE	(844)	0	0	0	0	0.00 %
1401 TRAINING & SAFETY	241	1,230	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	0	515	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	200,517	188,916	199,673	179,568	(20,105)	-10.07 %
1802 FRINGE BENEFITS-PARTTIME	16,932	18,845	5,702	7,722	2,020	35.43 %
PERSONNEL TOTAL	950,522	914,143	897,206	849,041	(48,165)	-5.37 %
GOODS & SERVICES						
2002 SALT	10	0	0	0	0	0.00 %
2022 CULVERTS	0	761	0	0	0	0.00 %
2055 CHEMICALS	76,298	28,918	60,000	5,000	(55,000)	-91.67 %
2099 MISC. MATERIALS	2,280	2,455	2,000	2,000	0	0.00 %
2401 GAS FUEL	2,424	2,268	2,519	2,315	(204)	-8.10 %
2405 DIESEL FUEL	0	0	500	500	0	0.00 %
2407 COLOURED/DYED DIESEL	36	13	136	39	(97)	-71.32 %
2435 TOOLS	36	0	0	0	0	0.00 %
2601 OFFICE SUPPLIES	2,468	2,866	1,080	1,280	200	18.52 %
2650 CLOTHING / UNIFORM	4,045	4,201	3,984	4,500	516	12.95 %
2655 SAFETY SUPPLIES	5,508	3,510	4,355	4,355	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	1,831	1,473	828	498	(330)	-39.86 %
2699 MISC GENERAL SUPPLIES	17,543	32,408	23,000	23,500	500	2.17 %
2701 HYDRO	105,348	125,891	109,842	116,288	6,446	5.87 %
2715 WATER	483	0	2,000	2,000	0	0.00 %
2720 MUNICIPAL TAXES	7,450	2,279	7,748	7,748	0	0.00 %
2945 LANDFILL FILTERS	2,075	935	1,500	1,500	0	0.00 %
2950 BLUE BOX / COMPOSTERS	13,198	6,879	8,000	8,000	0	0.00 %
2977 LABORATORY CONSUMABLES	526	0	0	0	0	0.00 %
2987 ELECTRICAL SUPPLIES	0	577	0	0	0	0.00 %
3010 TELEPHONE	4,874	5,014	7,600	8,000	400	5.26 %
3030 TRAVEL	0	510	0	0	0	0.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

ENVIRONMENTAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
3035 MILEAGE	12,055	6,717	17,500	12,500	(5,000)	-28.57 %
3055 MEETING COSTS	9	114	200	200	0	0.00 %
3060 MEALS	214	0	0	0	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	0	100	0	0	0	0.00 %
3070 TRAINING COURSES - OUT	3,659	5,191	3,000	3,500	500	16.67 %
3071 TRAINING	(36)	0	0	0	0	0.00 %
3075 TRAINING COURSES- IN	632	291	275	275	0	0.00 %
3080 ADVERTISING & PROMOTION	31,400	30,324	29,350	29,850	500	1.70 %
3155 MONITORING REPORTS	43,416	25,780	64,000	44,000	(20,000)	-31.25 %
3202 ORGANIC CONTAINERS	32,362	50,548	25,000	35,000	10,000	40.00 %
3203 WASTE BIN RENTALS	50,471	60,201	41,100	50,000	8,900	21.65 %
3215 PROPERTY & BUILDING LEASE	97,162	101,534	99,348	98,345	(1,003)	-1.01 %
3299 MISC LEASES & RENTS	371	515	0	0	0	0.00 %
3301 RADIO MAINTENANCE	2,601	2,048	2,000	2,000	0	0.00 %
3305 BUILDING MAINTENANCE	13,979	1,351	2,000	2,000	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	29,621	28,652	27,000	27,000	0	0.00 %
3312 ROADS MAINTENANCE	9,912	9,815	9,500	10,000	500	5.26 %
3399 MISC MAINTENANCE FEES	11,058	16,804	5,745	5,745	0	0.00 %
3401 STREET GARBAGE CONTRACT	907,541	944,261	905,000	941,342	36,342	4.02 %
3403 MULTI-RES GARBAGE	213,106	218,764	214,354	218,641	4,287	2.00 %
3405 RECYCLING COLLECTION	656,449	764,307	795,000	900,000	105,000	13.21 %
3409 HAZARDOUS WASTE DISPOSAL	77,764	87,746	75,000	75,000	0	0.00 %
3413 LANDFILL MAINT CONTRACT	1,136,543	1,418,906	1,093,145	1,205,600	112,455	10.29 %
3415 SEWAGE TREATMENT	667	0	0	0	0	0.00 %
3418 WATER ANALYSIS	83,938	70,055	70,350	80,350	10,000	14.21 %
3422 WOOD CHIP/TUB GRINDING	104,895	144,938	100,000	100,000	0	0.00 %
3425 CONSTRUCTION CONTRACT	13,812	1,725	15,000	15,000	0	0.00 %
3489 CONTRACT/OUTSIDE SERVICES	432	9,943	0	0	0	0.00 %
3601 INSURANCE PREMIUMS	26,176	28,836	32,034	33,122	1,088	3.40 %
3975 MATTRESS RECYCLING	99,069	98,428	81,000	81,000	0	0.00 %
3980 CLEAN GREEN BEAUTIFUL	0	0	0	10,000	10,000	100.00 %
3999 MISC SERVICES & RENTS	27,677	24,817	20,000	20,000	0	0.00 %
GOODS & SERVICES TOTAL	3,933,388	4,373,669	3,961,993	4,187,993	226,000	5.70 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	6,892	5,600	7,600	2,000	35.71 %
4110 CASH OVER / SHORT	21	31	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	21	6,923	5,600	7,600	2,000	35.71 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

ENVIRONMENTAL SERVICES

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
CAPITAL/RESERVE TRANSACTIONS						
5115 TRANSFER TO RESERVE FUND	163,352	276,883	223,000	224,000	1,000	0.45 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	163,352	276,883	223,000	224,000	1,000	0.45 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	31,815	38,285	32,258	27,305	(4,953)	-15.35 %
7050 FLEET CHARGEBACK CHARGES	1,548	1,534	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	33,363	39,819	32,258	27,305	(4,953)	-15.35 %
EXPENSE TOTAL	5,080,646	5,611,437	5,120,057	5,295,939	175,882	3.44 %
REVENUE						
0417 SALE OF CARDBOARD	15,856	18,469	25,000	20,000	(5,000)	-20.00 %
0424 BLUE BOX ADVERTISING	2,054	2,100	3,000	3,000	0	0.00 %
0446 SALE OF ELECTRONICS	28,284	28,684	30,000	30,000	0	0.00 %
0452 SALE OF RECYCLED GOODS	317,811	271,573	400,000	350,000	(50,000)	-12.50 %
0453 SALE OF BLUE BOXES	5,819	7,759	8,000	8,000	0	0.00 %
0456 SALE OF SCRAP METALS	49,424	41,232	45,000	45,000	0	0.00 %
0457 SALE OF ORGANIC TOPSOIL	2,308	0	2,000	2,000	0	0.00 %
0459 OTHER SALES	3,016	3,172	3,000	21,142	18,142	604.73 %
0470 TSF FROM RESERVE FUND	30,000	30,000	30,000	30,000	0	0.00 %
0473 METHANE SALES	164,047	142,532	200,000	200,000	0	0.00 %
0478 AGREEMENT REVENUE	419,871	415,999	486,000	566,000	80,000	16.46 %
0496 AUTO STEWARDSHIP REVENUE	5,796	6,323	5,000	5,000	0	0.00 %
0701 LANDFILL USE FEES	261,076	265,739	258,102	258,102	0	0.00 %
0817 TIPPING FEES	2,473,788	2,833,452	2,700,000	2,870,087	170,087	6.30 %
0818 TIRE REVENUE - OTS	828	0	1,000	1,000	0	0.00 %
0850 ADMIN FEES	415	350	0	0	0	0.00 %
0997 MATTRESS RECYCLING	82,637	77,503	81,000	81,000	0	0.00 %
REVENUE TOTAL	3,863,030	4,144,887	4,277,102	4,490,331	213,229	4.99 %
GRAND TOTAL:	1,217,616	1,466,550	842,955	805,608	(37,347)	-4.43 %

Activity Summary Overview – 2021 Budget

Fleet Management

The Fleet division represents vehicle costs for Wastewater, Water, Roads, Traffic, Survey, Parks, Arenas, Parking, Landfill, Fire and Transit Departments.

The independent review of our fleet operations was conducted in 2014 and we have moved ahead with implementation of a number of directives identified in that review. In 2018 we implemented a new Fleet Management Information System (FMIS) that streamlines our workflow, enhances our reporting and management of our fleet. 2019 was the first complete year using the new system.

Positions:

	2020 FTE	2021 FTE
Manager	1.00	1.00
Fleet Coordinator	0.00	1.00
Supervisor	1.00	1.00
Chargehand	2.00	2.00
Fleet Analyst	1.00	1.00
Store Clerk	2.00	2.00
Warranty Analyst	1.00	0.00
Mechanics	15.50	15.50
Labourers	5.00	5.00
Summer Students	0.60	0.60
Totals	29.10	29.10

Life Cycle Management:

Fleet is mandated to operate with a full cost recovery life cycle management approach. This approach focuses on the cost and performance management of the fleet. Using performance metrics the system is set up to optimize Fleet operations. The approach includes:

- Vehicle and equipment age is set by mileage, time, hours used and anticipated usage
- Replacement intervals are set to maximize resale value and minimize excessive repair expense
- Performance tracking tools are used to assist in management of vehicles and equipment
- Adherence to regulatory compliance
- Driver safety training is provided to staff
- Competent equipment operators

Notable Adjustments – 2021 Budget

Fleet Management

Item #	Description	Dollar Amount
1.	1001 - 1802 – Personnel Costs – Anticipated contractual salary and benefits.	(\$19,241)
2.	3350 – Dry Cleaning/Laundrying – Anticipated increase due to change in supplier.	\$18,500
3.	3601 – Insurance Premiums – Decrease due to reallocation of premiums based on insured value plus an anticipated 10% increase for 8 months of the year.	(\$112,832)
4.	5115 – Transfer to Reserve Fund – To reflect new fleet methodology. Rates include a life cycle replacement component to be transferred to the Fleet Reserve. See line #7901.	\$194,353
5.	7001 – Vehicle & Equipment Usage Fee – Decrease to reflect changes to fleet complement.	(\$11,121)
6.	7901 – Fleet Usage – Fleet rates charged to departments calculated using a full cost recovery model which includes future capital replacement. See line #5115.	\$66,452

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Infrastructure and Operations*

Division(s): *FLEET MANAGEMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	1,311,620	1,305,759	1,809,429	1,830,572	21,143	1.17 %
1002 TEMPORARY SALARIES	26,726	7,448	17,472	17,784	312	1.79 %
1003 SHIFT PREMIUM	17,329	18,935	17,450	17,450	0	0.00 %
1010 MODIFIED/ACCOMMODATED	76,048	55,466	0	0	0	0.00 %
1101 OVERTIME FULLTIME	82,408	84,631	76,000	76,000	0	0.00 %
1202 VACATION	114,977	118,406	699	711	12	1.72 %
1203 COMPASSIONATE LEAVE	4,326	247	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	56,822	40,992	0	0	0	0.00 %
1207 SICK LEAVE	106,573	102,467	0	0	0	0.00 %
1301 WSIB LEAVE	(6,922)	(11,550)	0	0	0	0.00 %
1401 TRAINING & SAFETY	13,109	9,317	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	9,463	7,775	9,000	9,000	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	532,883	525,254	587,196	546,761	(40,435)	-6.89 %
1802 FRINGE BENEFITS-PARTTIME	5,303	2,429	2,305	2,032	(273)	-11.84 %
PERSONNEL TOTAL	2,350,665	2,267,576	2,519,551	2,500,310	(19,241)	-0.76 %
GOODS & SERVICES						
2099 MISC. MATERIALS	0	165	0	0	0	0.00 %
2401 GAS FUEL	9,185	5,457	9,501	8,698	(803)	-8.45 %
2405 DIESEL FUEL	4,881	3,820	2,174	2,697	523	24.06 %
2407 COLOURED/DYED DIESEL	553	1,995	386	431	45	11.66 %
2425 REPAIR PARTS	1,117,940	1,033,339	1,100,000	1,100,000	0	0.00 %
2426 CHARGEBACK FLEET PARTS	47,204	31,042	20,000	20,000	0	0.00 %
2430 MECHANIC SHOP SUPPLIES	95,195	79,721	68,000	68,000	0	0.00 %
2435 TOOLS	34,022	38,918	30,000	30,000	0	0.00 %
2450 LICENSES	87,598	88,637	90,000	90,000	0	0.00 %
2475 DEPT CONSUMABLE CHARGES	54,473	84,876	31,000	31,000	0	0.00 %
2494 RETURN ORDER COST	3,918	876	2,500	2,500	0	0.00 %
2499 MISC FLEET SUPPLIES	382	1,970	0	0	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	1,394	0	0	0	0	0.00 %
2650 CLOTHING / UNIFORM	11,189	8,816	15,000	15,000	0	0.00 %
2655 SAFETY SUPPLIES	20,786	26,829	22,000	22,000	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	3,896	4,036	3,750	3,750	0	0.00 %
3005 COURIER & DELIVERY	0	7	0	0	0	0.00 %
3006 FREIGHT & SHIPPING	49,837	42,699	42,000	42,000	0	0.00 %
3010 TELEPHONE	2,984	3,600	2,400	2,400	0	0.00 %
3030 TRAVEL	1,292	250	1,700	1,700	0	0.00 %
3035 MILEAGE	2,084	2,243	2,100	2,100	0	0.00 %
3045 CONFERENCE & SEMINARS	1,684	134	1,500	1,500	0	0.00 %
3055 MEETING COSTS	0	765	0	0	0	0.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

FLEET MANAGEMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	802	275	1,500	1,500	0	0.00 %
3070 TRAINING COURSES - OUT	12,017	12,025	10,000	10,000	0	0.00 %
3075 TRAINING COURSES- IN	2,527	9,689	0	0	0	0.00 %
3170 LEGAL SEARCHES	552	111	200	200	0	0.00 %
3199 MISC PROFESSIONAL FEES	6,798	10,284	0	0	0	0.00 %
3205 VEHICLE LEASE/RENTAL	15,639	1,847	15,000	15,000	0	0.00 %
3305 BUILDING MAINTENANCE	0	5,459	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	1,221	0	0	0	0	0.00 %
3316 OUTSIDE FLEET REPAIRS	493,960	464,542	300,000	300,000	0	0.00 %
3322 CHARGEBACK FLEET REPAIRS	27,030	34,754	15,000	15,000	0	0.00 %
3340 SOFTWARE MAINTENANCE	23,484	24,575	21,000	21,000	0	0.00 %
3350 DRY CLEANING/LAUNDERING	31,859	22,720	1,500	20,000	18,500	1,233.33 %
3385 FUEL SYSTEM MAINTENANCE	865	22,762	0	0	0	0.00 %
3601 INSURANCE PREMIUMS	327,678	233,652	339,889	227,057	(112,832)	-33.20 %
3999 MISC SERVICES & RENTS	48,445	51,269	46,045	46,045	0	0.00 %
GOODS & SERVICES TOTAL	2,543,374	2,354,159	2,194,145	2,099,578	(94,567)	-4.31 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	13,418	54,354	40,000	40,000	0	0.00 %
5015 OFFICE FURNITURE & EQUIP	0	2,793	0	0	0	0.00 %
5115 TRANSFER TO RESERVE FUND	2,425,969	3,244,462	2,800,914	2,995,267	194,353	6.94 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	2,439,387	3,301,609	2,840,914	3,035,267	194,353	6.84 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	44,427	33,350	46,317	35,196	(11,121)	-24.01 %
7050 FLEET CHARGEBACK CHARGES	3,990	0	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	48,417	33,350	46,317	35,196	(11,121)	-24.01 %
EXPENSE TOTAL	7,381,843	7,956,694	7,600,927	7,670,351	69,424	0.91 %
REVENUE						
0450 DISPOSAL OF EQUIPMENT	104,983	134,646	40,000	40,000	0	0.00 %
0456 SALE OF SCRAP METALS	3,238	1,742	3,000	3,000	0	0.00 %
0472 REIMB - CUPE BENEFITS	478	234	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	1,092	774	0	0	0	0.00 %
0479 REIMBURSEMENTS	5,491	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	6,502	6,136	6,500	6,500	0	0.00 %
0481 INSURANCE REVENUE	20,778	1,069	0	0	0	0.00 %
0493 FUEL SURCHARGE	84,091	58,480	75,000	75,000	0	0.00 %
0494 WARRANTY REVENUE	9,686	6,985	3,500	3,500	0	0.00 %
0893 OUTSIDE FIRE DEPT REVENUE	25,405	9,071	4,500	4,500	0	0.00 %
0998 TIRE REBATE	3,525	0	0	0	0	0.00 %
7901 FLEET USAGE	6,885,033	7,502,536	7,308,502	7,374,954	66,452	0.91 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): FLEET MANAGEMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
7902 FLEET CHARGEBACK REVENUE	109,638	90,986	35,000	35,000	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	73,706	74,924	74,924	77,898	2,974	3.97 %
7935 BUS WASH OPERATIONS	48,198	52,485	50,000	50,000	0	0.00 %
7940 SAFE RESTART FUNDING	0	15,000	0	0	0	0.00 %
REVENUE TOTAL	7,381,844	7,955,068	7,600,926	7,670,352	69,426	0.91 %
GRAND TOTAL:	(1)	1,626	1	(1)	(2)	-200.00 %

Activity Summary Overview – 2021 Budget

King's Landing

To provide for general maintenance of the municipal dock (King's Landing). It includes the buildings and utilities to ensure their prescribed use.

In 2011, King's Landing underwent a structural integrity report which identified some significant structural recommendations for the next 10 years. At that time capital funding required to maintain the current operation of King's Landing was estimated at \$2.5 million. The immediate remediation recommended was completed to ensure continued safe use of the facility.

In 2013, the City contracted Mitchell Architects to complete a Waterfront Commercial Tourism Attraction Feasibility Study with the intent to consider growth potential of all areas along the Golden Mile and inclusive of the marina and King's Landing. This report was presented to Council in the spring of 2014.

In 2015, King's Landing underwent a structural integrity report to determine its operational load capacity and review potential repair requirements and opportunities including their costs. This report was received in the spring of 2016. The report identified several deficiencies that were addressed and load restrictions that were implemented. The report also provided high level estimates for the rehabilitation of segments of the wharf (estimates of potential options ranged from \$2.5 million to \$3 million).

In 2016, an Environmental Assessment Study was initiated to identify long term options for rehabilitation or redevelopment of the wharf.

In 2017, options for the potential redevelopment of King's Landing were presented. Council directed staff to complete cost estimates for:

- (a) The rehabilitation of King's Landing, and
- (b) The redevelopment

In 2018, 60% detailed design with costing for comparative purposes of the Redevelopment versus Rehabilitation Options were undertaken. Comparative designs including costing, supporting background and a preferred alternative were presented to Council in July 2019 for Council's direction. In July 2019, Council:

1. Approved the Preferred Alternative for the phased replacement of the King's Landing Wharf with a naturalized spit and expansion of the pier on the south side of the marina as recommended by the Schedule C, Class Environmental Assessment (EA).
2. Directed Staff to complete the Schedule C, Class EA Report and table it for the 30 day review period.

The preferred alternative includes 4 phases:

- Phase 1: Major Rehabilitation of existing King's Landing
- Phase 2: Construct New South Pier / Commercial Area
- Phase 3: Construct Rock Fill Wavebreak
- Phase 4: Landscape / Naturalize Wavebreak

Construction would be scheduled depending on the availability of the necessary funding and direction of Council. In the meantime, continued maintenance of King's Landing has been budgeted.

In June 2020 the City received confirmation that MECP have no further input or objections to the Project and as such the Class EA for the project is complete. At the same time MOECC confirmed that no Part II Orders were received. Upon initiation of the future project MECP requested that North Bay District Office be consulted regarding this project where appropriate.

Notable Adjustments - 2021 Budget

King's Landing

Item #	Description	Dollar Amount
	No notable adjustments	n/a



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): KINGS LANDING

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
GOODS & SERVICES						
2099 MISC. MATERIALS	3,612	2,887	4,000	4,000	0	0.00 %
2701 HYDRO	5,973	2,955	6,709	6,409	(300)	-4.47 %
2715 WATER	2,908	2,439	2,988	3,104	116	3.88 %
2720 MUNICIPAL TAXES	2,533	2,550	2,634	2,652	18	0.68 %
3601 INSURANCE PREMIUMS	0	2,185	0	3,529	3,529	100.00 %
GOODS & SERVICES TOTAL	15,026	13,016	16,331	19,694	3,363	20.59 %
EXPENSE TOTAL	15,026	13,016	16,331	19,694	3,363	20.59 %
REVENUE						
0840 BOAT HOUSE RENTALS	9,406	2,207	2,122	681	(1,441)	-67.91 %
0841 PROPERTY RENTALS	15,255	15,276	15,300	15,300	0	0.00 %
7940 SAFE RESTART FUNDING	0	15,300	0	0	0	0.00 %
REVENUE TOTAL	24,661	32,783	17,422	15,981	(1,441)	-8.27 %
GRAND TOTAL:	(9,635)	(19,767)	(1,091)	3,713	4,804	440.33 %

Activity Summary Overview – 2021 Budget

Marina

To provide personnel, goods and services to operate the North Bay Waterfront 220 boat slip Marina from May to October. This includes the waterfront boat launch, kayak storage, launch services and security services during the night.

Activities include:

- Slip bookings and renewals
- Kayak rack rentals
- Dock, building and grounds maintenance
- Fuel tank maintenance and operation
- Sale of ice, worms, fuel, merchandise
- Pump out of boat septage
- Boat launch sales
- Provision of overnight security

Positions:

	2020 FTE	2021 FTE
Facilities Coordinator	0.30	0.30
Assistant Marina Coordinator	0.39	0.39
Marina Attendants	1.40	1.40
Totals	2.09	2.09

Notes:

Operating budget includes an expense of \$24,000 paid to the Corp. of Commissioners for Marina security services.

Future direction by Council with regard to the Waterfront Tourism Commercial Attraction Feasibility Study, Downtown-Waterfront Master Plan, and the King's Landing Redevelopment or Rehabilitation could have an impact on Marina Operations in the future.

The Marina does not currently impact the tax levy. Any shortfall in revenues is offset by a transfer from the Waterfront Purposes Reserve. The balance of the reserve as of the date of this report is \$162,137.18.

Notable Adjustments - 2021 Budget

Marina

Item #	Description	Dollar Amount
1.	0844 – Slip Rentals – User fee increase and increased usage of both boat slips and kayak racks.	\$9,000
2.	0909 – Fuel Sales – To reflect historical actuals.	(\$5,750)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Infrastructure and Operations*

Division(s): *MARINA*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	22,318	55,082	22,394	22,817	423	1.89 %
1002 TEMPORARY SALARIES	51,205	15,258	54,165	54,896	731	1.35 %
1003 SHIFT PREMIUM	0	889	0	0	0	0.00 %
1101 OVERTIME FULLTIME	64	4,730	0	3,000	3,000	100.00 %
1102 OVERTIME PART TIME	547	886	0	0	0	0.00 %
1202 VACATION	1,872	4,983	2,167	2,196	29	1.34 %
1204 STATUTORY HOLIDAYS	1,664	1,694	0	0	0	0.00 %
1207 SICK LEAVE	0	1,128	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	6,066	16,958	6,356	5,970	(386)	-6.07 %
1802 FRINGE BENEFITS-PARTTIME	6,470	2,153	7,157	6,284	(873)	-12.20 %
PERSONNEL TOTAL	90,206	103,761	92,239	95,163	2,924	3.17 %
GOODS & SERVICES						
2099 MISC. MATERIALS	9	0	0	0	0	0.00 %
2401 GAS FUEL	64,002	54,176	68,000	65,000	(3,000)	-4.41 %
2501 CONCESSION SUPPLIES	2,604	1,557	2,500	2,500	0	0.00 %
2535 MARINA PRODUCTS	359	41	1,000	1,000	0	0.00 %
2601 OFFICE SUPPLIES	622	1,047	1,000	1,000	0	0.00 %
2625 BUILDING MAINT SUPPLIES	5,565	6,415	6,500	6,500	0	0.00 %
2650 CLOTHING / UNIFORM	368	522	650	650	0	0.00 %
2670 OTHER TAGS & LICENSES	0	0	250	250	0	0.00 %
2701 HYDRO	1,852	1,775	2,357	2,025	(332)	-14.09 %
2705 NATURAL GAS	282	319	280	302	22	7.86 %
2715 WATER	8,776	10,140	8,607	9,369	762	8.85 %
3001 POSTAGE	43	0	50	50	0	0.00 %
3010 TELEPHONE	1,889	1,820	1,650	1,800	150	9.09 %
3035 MILEAGE	0	0	250	250	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	189	1,309	680	700	20	2.94 %
3080 ADVERTISING & PROMOTION	299	530	400	500	100	25.00 %
3099 MISC ADMIN EXPENSES	360	0	0	0	0	0.00 %
3215 PROPERTY & BUILDING LEASE	21,130	23,929	21,000	21,400	400	1.90 %
3305 BUILDING MAINTENANCE	0	30	0	0	0	0.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	1,810	2,399	1,500	1,575	75	5.00 %
3455 SECURITY SERVICES	22,435	22,353	22,000	24,000	2,000	9.09 %
3491 WEED HARVESTING	0	0	2,000	2,000	0	0.00 %
3601 INSURANCE PREMIUMS	3,885	3,115	4,259	2,912	(1,347)	-31.63 %
GOODS & SERVICES TOTAL	136,479	131,477	144,933	143,783	(1,150)	-0.79 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	3,103	0	0	0	0.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Infrastructure and Operations*

Division(s): *MARINA*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
4110 CASH OVER / SHORT	6	(92)	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	6	3,011	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	10,086	6,308	8,000	8,000	0	0.00 %
5015 OFFICE FURNITURE & EQUIP	0	537	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	10,086	6,845	8,000	8,000	0	0.00 %
EXPENSE TOTAL	236,777	245,094	245,172	246,946	1,774	0.72 %
REVENUE						
0470 TSF FROM RESERVE FUND	31,158	0	31,592	27,916	(3,676)	-11.64 %
0823 LAUNCH RAMP FEES	8,443	9,695	8,000	9,500	1,500	18.75 %
0840 BOAT HOUSE RENTALS	0	0	0	0	0	0.00 %
0841 PROPERTY RENTALS	2,076	865	1,500	1,500	0	0.00 %
0844 SLIP RENTALS	99,247	107,908	98,000	107,000	9,000	9.18 %
0908 CONCESSION SALES	4,531	3,807	6,000	5,000	(1,000)	-16.67 %
0909 FUEL SALES	70,030	70,468	78,000	72,250	(5,750)	-7.37 %
0910 MARINA PRODUCT SALES	658	10	1,000	500	(500)	-50.00 %
0911 MARINA SERVICES	20,049	22,580	21,000	23,000	2,000	9.52 %
0919 VENDING MACHINE SALES	559	24	50	250	200	400.00 %
0922 REPLACEMENT KEY CHARGE	30	0	30	30	0	0.00 %
7940 SAFE RESTART FUNDING	0	22,516	0	0	0	0.00 %
REVENUE TOTAL	236,781	237,873	245,172	246,946	1,774	0.72 %
GRAND TOTAL:	(4)	7,221	0	0	0	0.00 %

Activity Summary Overview – 2021 Budget

Parking Operations

Provides for the maintenance and management of the City's on and off-street parking program.

- Parking Department Capital & Operating budget development and implementation
- Capital Project Management; planning, execution, risk management, closure, warranty follow-up
- Budget reporting and management
- Management of monthly parking rental program
- Participation with the internal Downtown working group
- Participation on the Energy Efficiency Committee
- Parking lot development
- Daily & seasonal maintenance
- Coin collection and processing
- Parking meter maintenance
- Coordinator schedules work for both Parking and Parks staff in the Central City core

Positions:

	2020 FTE	2021 FTE
Manager, Facilities	0.25	0.25
Supervisor, Facilities & Parking	0.50	0.50
Central City Coordinator	0.50	0.50
Parking Meter Service Persons	2.00	2.00
Summer Students *	0.62	0.31
Totals	3.87	3.56

* - Committee Adjustment

Notable Adjustments - 2021 Budget

Parking Operations

Item #	Description	Dollar Amount
1.	1001-1802 – Personnel Costs – Decrease due to the reduction of one Student FTE.	(\$10,983)
2.	3315 – Vehicle Maintenance – Costs now reflected under line #7001.	(\$9,200)
3.	3445 – Snow Removal Contract – To reflect historical and projected snow removal costs at the new contract rates.	\$36,500
4.	3601 – Insurance Premiums - Increase due to reallocation of premiums based on insured values plus an anticipated 10% increase for 8 months of the year.	\$9,167
5.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$37,078
6.	0815 – Parking Meter Revenue – Anticipated reduction due to COVID-19.	(\$28,758)
7.	0841 – Property Rentals – Anticipated reduction due to COVID-19.	(\$8,320)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Infrastructure and Operations*

Division(s): *PARKING OPERATIONS*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	227,228	248,655	223,417	226,082	2,665	1.19 %
1002 TEMPORARY SALARIES	16,352	0	18,054	9,188	(8,866)	-49.11 %
1003 SHIFT PREMIUM	664	730	685	700	15	2.19 %
1101 OVERTIME FULLTIME	7,497	6,548	6,230	6,500	270	4.33 %
1202 VACATION	16,769	6,455	722	368	(354)	-49.03 %
1204 STATUTORY HOLIDAYS	1,824	1,124	722	700	(22)	-3.05 %
1207 SICK LEAVE	1,354	1,272	0	0	0	0.00 %
1401 TRAINING & SAFETY	249	0	0	500	500	100.00 %
1801 FRINGE BENEFITS-FULLTIME	69,581	78,765	73,191	69,332	(3,859)	-5.27 %
1802 FRINGE BENEFITS-PARTTIME	2,082	12	2,382	1,050	(1,332)	-55.92 %
PERSONNEL TOTAL	343,600	343,561	325,403	314,420	(10,983)	-3.38 %
GOODS & SERVICES						
2036 SIGNS	1,500	5,778	2,000	2,000	0	0.00 %
2401 GAS FUEL	3,362	2,243	4,060	3,385	(675)	-16.63 %
2407 COLOURED/DYED DIESEL	817	91	1,138	972	(166)	-14.59 %
2435 TOOLS	972	1,784	1,050	1,050	0	0.00 %
2601 OFFICE SUPPLIES	7,504	1,963	8,600	8,600	0	0.00 %
2650 CLOTHING / UNIFORM	967	1,018	1,335	1,335	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	460	381	440	675	235	53.41 %
2701 HYDRO	17,676	16,353	19,898	19,372	(526)	-2.64 %
2720 MUNICIPAL TAXES	107,773	113,098	112,084	117,621	5,537	4.94 %
3001 POSTAGE	360	344	750	500	(250)	-33.33 %
3010 TELEPHONE	1,263	1,761	2,000	2,000	0	0.00 %
3035 MILEAGE	305	0	700	700	0	0.00 %
3045 CONFERENCE & SEMINARS	2,818	0	3,200	1,500	(1,700)	-53.13 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	(9)	520	850	850	0	0.00 %
3070 TRAINING COURSES - OUT	0	220	2,500	1,500	(1,000)	-40.00 %
3080 ADVERTISING & PROMOTION	9,401	9,189	10,000	10,000	0	0.00 %
3299 MISC LEASES & RENTS	117,352	116,246	103,000	106,090	3,090	3.00 %
3307 EQUIPMENT MAINTENANCE/CONTRACTS	57,974	57,591	54,000	54,000	0	0.00 %
3315 VEHICLE MAINTENANCE	42	0	9,200	0	(9,200)	-100.00 %
3320 PARKING EQUIPMENT MAINTENANCE	11,931	4,729	10,870	10,870	0	0.00 %
3330 GROUNDS MAINTENANCE	36,299	29,788	30,600	30,600	0	0.00 %
3445 SNOW REMOVAL CONTRACT	60,904	64,931	65,000	101,500	36,500	56.15 %
3601 INSURANCE PREMIUMS	60	5,368	66	9,233	9,167	13,889.39 %
GOODS & SERVICES TOTAL	439,731	433,396	443,341	484,353	41,012	9.25 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Infrastructure and Operations*

Division(s): *PARKING OPERATIONS*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	5,939	8,200	8,900	700	8.54 %
FINANCIAL EXPENSES TOTAL	0	5,939	8,200	8,900	700	8.54 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	1,168	4,120	1,050	1,100	50	4.76 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	1,168	4,120	1,050	1,100	50	4.76 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	48,877	53,360	58,958	62,562	3,604	6.11 %
7050 FLEET CHARGEBACK CHARGES	0	625	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	48,877	53,985	58,958	62,562	3,604	6.11 %
EXPENSE TOTAL	833,376	841,001	836,952	871,335	34,383	4.11 %
REVENUE						
0470 TSF FROM RESERVE FUND	0	0	0	37,078	37,078	100.00 %
0479 REIMBURSEMENTS	0	373	0	0	0	0.00 %
0815 PARKING METER REVENUE	535,341	273,967	335,958	307,200	(28,758)	-8.56 %
0841 PROPERTY RENTALS	525,230	427,272	510,920	502,600	(8,320)	-1.63 %
7940 SAFE RESTART FUNDING	0	108,860	0	0	0	0.00 %
7998 INTERNAL TRANSFERS FROM OTHER DEPARTMENTS	3,800	0	0	0	0	0.00 %
REVENUE TOTAL	1,064,371	810,472	846,878	846,878	0	0.00 %
GRAND TOTAL:	(230,995)	30,529	(9,926)	24,457	34,383	346.39 %

Activity Summary Overview - 2021 Budget

Parks Operations and Sports Field Complex

Parks Administration

To provide for the administration, development, supervision and maintenance of 775 hectares of parkland and facilities.

Building & Infrastructure

To maintain the 38 parks buildings, 4 picnic shelters and other park amenities including 9 ball fields, 6 sports fields, 3 tennis courts, 22 playgrounds, 11 outdoor rinks, 1 splash pad, irrigation systems, fountain, pathways, roadways, parking lots, Kate Pace Way, nature trails, parks furnishings and docks.

To provide for the set-up, maintenance and take down of special events in the City including: Families First, Family Day, Canada Day, Santa Claus Parade and parks permits such as walkathons, triathlons, concerts in the park, weddings, family and corporate picnics, sports tournaments and other summer events.

Central City Maintenance

To maintain the following high profile areas within the Central City Area:

- Algonquin Median Planters
- Civic Square
- Ferguson Block Parkette
- Richardson Fountain Parkette
- Waterfront Pedestrian Underpass
- Algonquin Regiment Parkette
- City Hall Parkette
- Downtown Sidewalks
- Memorial Park
- Transit Terminal

Grounds Maintenance

To provide for the horticultural, turf and arboricultural maintenance, garbage removal, beach and cemetery maintenance.

- Total number of parks 72 parks
- Total fine turf areas 87 hectares
- Total rough turf areas 25 hectares
- Trees to maintain over 2,500
- Shrubs to maintain over 9,850
- Flowers to maintain over 20,000
- Public Beaches 10
- Lake Accesses 42
- Cemeteries 1.9 hectares

Minor Equipment Maintenance

To maintain Parks small vehicles and equipment including:

- utility vehicles, zero turn mowers, utility tractors
- turf equipment - over-seeder, aerators, top-dresser, mowers, sod cutter
- ball diamond groomer, beach groomer, roto-tillers
- lawnmowers, line trimmers, snow blowers, leaf blowers, chain saws

Heritage North Bay

The City has an operating agreement with Heritage North Bay (commenced June 2004) to provide funding for the Heritage Gardener Program to maintain the Waterfront shrub beds.

In 2011, an agreement was finalized with Heritage North Bay to provide funding for the grounds maintenance of Community Waterfront Park. In 2012, the Parks Department was successful in securing the maintenance contract which by mutual agreement has been extended and is still in effect.

In 2018, an agreement was finalized with Heritage North Bay to provide funding for the operation of the North Bay Museum.

Summer Capital Projects

The budget for this cost center has a net total of zero dollars. It documents the 6 Summer Season positions assigned to the Parks Capital Project Crew:

- this crew is assigned to projects that have a small scope of work
- contractors typically charge a premium for these small projects
- Parks is able to set the priority and schedule for this work
- there are administrative efficiencies and savings because Parks, Purchasing and Finance staff does not have to process the RFQs and invoices for these projects
- the result is these projects are more cost effective

Steve Omischl Sports Field Complex

To provide for the maintenance of the Sports Field Complex that has staff on site seven days a week who maintain the following:

- 2 artificial turf sports fields
- 1 natural turf sports field
- 3 ball diamonds
- Washroom/Change room

Parks Operations and Sports Field Complex Staff Complement:

Parks Operations	2020 FTE	2021 FTE
Administrative Staff		
Manager Parks	1.00	1.00
Manager Sports and Events	0.20	0.20
Supervisor Parks 50% recovered Capital Budget	1.00	1.00
Supervisor Parks	1.00	1.00
Clerical	1.13	1.13
Parks Full Time Staff		
Central City Coordinator	0.50	0.50
Carpenter Class 1	1.00	1.00
Carpenter Class 2	1.00	1.00
Chargehand Class 1	2.00	2.00
Light Equip Maintenance Person	1.00	1.00
Licensed Mechanic	0.50	0.50
Backhoe Operator	1.00	1.00
Horticultural Operator	1.00	1.00
Turf Operator	1.42	1.42
Utility Tractor Operator	8.00	8.00
Parks Summer Staff		
Utility Tractor Operator Parks/Roads 6&6	2.00	2.00
Backhoe Operator Parks/Roads 6&6	0.50	0.50
Utility Tractor Operator	0.50	0.50
Chargehand Class 2	0.54	0.54
Carpenter Class 1	0.54	0.00
Parks Maintenance Operator	0.00	0.54
Utility Tractor Operator	1.62	1.62
Turf Operator	1.16	1.16
Chargehand II 100% recovered Capital Budget	0.58	0.58
Utility Tractor Operators 100% Capital Budget	2.32	2.32
Turf Operator 100% recovered Capital Budget	0.58	0.58
Summer Students *	5.26	3.71
Outdoor Rink Attendants *	1.00	0.80
Total Parks Operations Staff	38.35	36.60

* - Committee Adjustment

Notable Adjustments – 2021 Budget

Parks Operations and Sports Field Complex

Item #	Description	Dollar Amount
1.	1001 - 1802 – Personnel Costs – Anticipated contractual salary and benefits. Decrease due to reduction in Student FTE.	(\$75,754)
2.	2099 – Misc. Materials – To reflect historical and projected needs.	(\$10,500)
3.	2715 – Water – To reflect historical, projected usage and estimated rates.	\$13,542
4.	3601 – Insurance Premiums – Decrease due to reallocation of premiums based on insured values, plus an anticipated 10% increase for 8 months of the year.	(\$36,657)
5.	7001 – Vehicle & Equipment Usage Fee - Increase to reflect change in rates.	\$32,676

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): PARKS - OPERATIONS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	1,172,081	1,277,776	1,696,650	1,710,906	14,256	0.84 %
1002 TEMPORARY SALARIES	177,275	5,404	189,874	141,458	(48,416)	-25.50 %
1003 SHIFT PREMIUM	4,712	6,297	4,750	7,115	2,365	49.79 %
1010 MODIFIED/ACCOMMODATED	59,285	42,768	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	251,509	253,608	2,099	0.83 %
1101 OVERTIME FULLTIME	35,301	25,721	32,161	32,739	578	1.80 %
1102 OVERTIME PART TIME	38	0	0	0	0	0.00 %
1202 VACATION	183,118	116,833	7,731	5,798	(1,933)	-25.00 %
1203 COMPASSIONATE LEAVE	1,791	2,531	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	71,394	41,831	0	0	0	0.00 %
1207 SICK LEAVE	150,054	80,015	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	20	60	0	0	0	0.00 %
1301 WSIB LEAVE	(14,452)	0	0	0	0	0.00 %
1401 TRAINING & SAFETY	4,525	0	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	0	10,000	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	553,882	490,703	656,460	620,635	(35,825)	-5.46 %
1802 FRINGE BENEFITS-PARTTIME	20,549	1,063	25,757	16,879	(8,878)	-34.47 %
PERSONNEL TOTAL	2,419,573	2,101,002	2,864,892	2,789,138	(75,754)	-2.64 %
GOODS & SERVICES						
2001 SAND	3,767	1,027	3,500	3,500	0	0.00 %
2002 SALT	6,805	1,404	4,500	4,500	0	0.00 %
2006 ASPHALT - COLD MIX	261	32	500	500	0	0.00 %
2030 GRAVEL	9,788	5,548	4,500	4,500	0	0.00 %
2036 SIGNS	7,101	13,804	8,600	8,600	0	0.00 %
2042 LUMBER	4,420	4,816	2,000	2,000	0	0.00 %
2044 PAINT	6,808	1,300	5,500	5,500	0	0.00 %
2060 TOP SOIL	6,957	9,954	7,500	7,500	0	0.00 %
2062 STONE DUST	0	312	0	0	0	0.00 %
2070 PLANTS/TREES/SHRUBS	15,825	12,875	15,000	15,000	0	0.00 %
2099 MISC. MATERIALS	99,473	59,104	98,650	88,150	(10,500)	-10.64 %
2401 GAS FUEL	23,261	19,814	23,146	23,290	144	0.62 %
2405 DIESEL FUEL	21,650	13,096	21,975	19,827	(2,148)	-9.77 %
2407 COLOURED/DYED DIESEL	31,915	23,342	33,021	30,520	(2,501)	-7.57 %
2410 PROPANE	1,072	1,765	0	1,000	1,000	100.00 %
2435 TOOLS	6,670	5,441	5,500	5,500	0	0.00 %
2601 OFFICE SUPPLIES	2,095	2,314	3,500	3,500	0	0.00 %
2615 JANITORIAL SUPPLIES	9,902	13,520	10,000	10,000	0	0.00 %
2645 RECREATIONAL SUPPLIES	18,634	3,169	10,000	10,000	0	0.00 %
2650 CLOTHING / UNIFORM	10,219	8,850	10,200	10,200	0	0.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

PARKS - OPERATIONS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
2655 SAFETY SUPPLIES	10,597	8,993	11,900	11,900	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	5,285	5,624	7,800	7,800	0	0.00 %
2701 HYDRO	103,858	93,371	120,862	113,649	(7,213)	-5.97 %
2705 NATURAL GAS	24,671	20,284	25,771	26,377	606	2.35 %
2710 HEATING OIL	4,433	2,781	6,636	6,636	0	0.00 %
2715 WATER	117,416	138,594	155,368	168,910	13,542	8.72 %
2999 MISCELLANEOUS SUPPLIES	38	0	0	0	0	0.00 %
3001 POSTAGE	8	1	0	0	0	0.00 %
3005 COURIER & DELIVERY	657	890	500	1,000	500	100.00 %
3010 TELEPHONE	16,021	15,675	14,400	15,900	1,500	10.42 %
3035 MILEAGE	2,046	3,444	4,000	4,000	0	0.00 %
3045 CONFERENCE & SEMINARS	279	1,555	2,000	2,000	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	612	881	850	850	0	0.00 %
3070 TRAINING COURSES - OUT	5,568	3,984	19,500	15,000	(4,500)	-23.08 %
3099 MISC ADMIN EXPENSES	28	0	0	0	0	0.00 %
3203 WASTE BIN RENTALS	345	771	500	500	0	0.00 %
3215 PROPERTY & BUILDING LEASE	11,808	11,808	13,905	13,905	0	0.00 %
3229 PORTABLE TOILETS	16,267	4,091	12,000	12,000	0	0.00 %
3301 RADIO MAINTENANCE	1,883	1,783	2,000	2,000	0	0.00 %
3305 BUILDING MAINTENANCE	13,535	15,072	14,100	16,100	2,000	14.18 %
3318 ELECTRICAL MAINTENANCE	16,822	2,195	12,000	12,000	0	0.00 %
3319 PLUMBING MAINTENANCE	6,270	7,023	10,000	10,000	0	0.00 %
3330 GROUNDS MAINTENANCE	97,088	99,500	100,000	100,000	0	0.00 %
3401 STREET GARBAGE CONTRACT	12,183	10,580	9,000	12,000	3,000	33.33 %
3402 OPERATING CONTRACT	65,000	65,000	65,000	65,000	0	0.00 %
3430 MAINTENANCE CONTRACT	16,589	0	10,000	10,000	0	0.00 %
3435 TREE SERVICE CONTRACT	24,321	28,289	20,000	20,000	0	0.00 %
3441 IRRIGATION SYSTEM CONTRAC	30,256	16,799	16,000	20,000	4,000	25.00 %
3442 SEPTIC CONTRACT	0	0	2,000	2,000	0	0.00 %
3499 MISC CONTRACTS	44,432	15,756	14,000	14,000	0	0.00 %
3601 INSURANCE PREMIUMS	73,289	50,076	80,150	43,493	(36,657)	-45.74 %
3930 COMMUNITY PROGRAMS	15,000	0	0	0	0	0.00 %
3999 MISC SERVICES & RENTS	75,915	75,915	75,925	77,064	1,139	1.50 %
GOODS & SERVICES TOTAL	1,099,143	902,222	1,093,759	1,057,671	(36,088)	-3.30 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	27,536	14,452	33,900	33,900	0	0.00 %
5115 TRANSFER TO RESERVE FUND	46,009	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	73,545	14,452	33,900	33,900	0	0.00 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	477,256	528,461	539,177	571,853	32,676	6.06 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): PARKS - OPERATIONS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
7020 INTERNAL TRANSFERS TO OTHER DEPARTMENTS	2,755	0	0	0	0	0.00 %
7050 FLEET CHARGEBACK CHARGES	5,499	14,358	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	485,510	542,819	539,177	571,853	32,676	6.06 %
EXPENSE TOTAL	4,077,771	3,560,495	4,531,728	4,452,562	(79,166)	-1.75 %
REVENUE						
0414 PARKS PERMITS	0	52	0	0	0	0.00 %
0456 SALE OF SCRAP METALS	757	1,165	0	0	0	0.00 %
0460 TRANSFER FRM CAPITAL FUND	0	0	366,395	364,621	(1,774)	-0.48 %
0470 TSF FROM RESERVE FUND	15,000	0	0	0	0	0.00 %
0472 REIMB - CUPE BENEFITS	1,222	581	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	1,081	1,722	0	0	0	0.00 %
0479 REIMBURSEMENTS	1,932	0	0	0	0	0.00 %
0480 SUNDRY REVENUE	49,318	48,665	58,000	58,000	0	0.00 %
0484 TICKET SURCHARGE	46,009	0	0	0	0	0.00 %
0843 GARDEN PLOTS	5,072	0	0	0	0	0.00 %
0849 OTHER PROPERTY RENTALS	1,738	1,791	1,590	1,590	0	0.00 %
7910 INTERNAL OVERHEAD REVENUE	35,602	43,693	43,693	44,136	443	1.01 %
REVENUE TOTAL	157,731	97,669	469,678	468,347	(1,331)	-0.28 %
GRAND TOTAL:	3,920,040	3,462,826	4,062,050	3,984,215	(77,835)	-1.92 %

Activity Summary Overview – 2021 Budget

Roads Department

Ditching & Drainage

This activity reflects the costs associated with the maintenance and repair of approximately 320 kms of surface drainage facilities. It includes cleaning and reshaping of ditches, bridge maintenance, maintenance and repair of entrance culverts, the replacement and repair of concrete curbs and asphalt gutters. The activity also includes curb cuts and/or culverts for new entrances, which is funded, for the most part, by the applicant of the service. Work is carried out mutually by staff and contractors.

Roadway Maintenance

Roadway maintenance includes the maintenance of the road surface in compliance with the Minimum Maintenance Standards, excluding sidewalks and drainage. It includes asphalt roadways, gravel roadways, shouldering, sweeping/ cleaning and boulevard maintenance. Work is carried out mutually by staff and contractors. There is maintenance in the form of patching and surface treatment as well as improvements and street resurfacing under contract.

Total road systems are comprised of 811 kms which consists of arterial, collector and local streets. Approximately 27% of which is rural.

Service Contracts

This activity includes curb cuts and/or culverts for new entrances, which is funded by the applicant of the service. Fees are determined through direct service contracts with the City of North Bay on a full cost recovery basis.

Sidewalks

This activity includes the maintenance and replacement of existing sidewalks in compliance with the Minimum Maintenance Standards; does not include winter maintenance or costs for new sidewalks. There are 144 kms of sidewalks which are comprised of both asphalt and concrete.

Street Lighting

This activity includes the power and maintenance for street lighting in compliance with the Minimum Maintenance Standards. The locations include residential (3,554), collector (1,051), arterial (786) and Airport Terminal lights (31). From 2011 to the spring of 2013 all lights were converted to LED lights.

Traffic

Traffic activities are both planned through the Provinces Minimum Maintenance Standards and emergency response situations. Work includes pavement marking, traffic control signal maintenance and improvements, traffic and street name sign maintenance and repair, railway crossing and guide rail maintenance. This activity also includes traffic counting, barricade and signage for street work.

Winter Control

This activity accounts for winter maintenance in the form of snow plowing and snow removal, sanding and salting of both City streets and sidewalks. Work is performed by City staff using City equipment supplemented by contracted vehicles and equipment for snow removal.

Winter control activities are planned and executed such that the City operates within the Province's Maintenance Standards. The Roads Department documents all winter control activities and reviews practices to ensure efficiencies and cost effectiveness.

Supervision of Roads and Traffic

All the activities listed above include both wages and vehicle costs for the Roads Department Manager and three Supervisors.

Total Roads Department Positions:

	2020 FTE	2021 FTE
Backhoe (1- 6/6 Winter Control)	2.00	2.00
Grader/ Utility Loader	2.00	2.00
Truck Driver/Tandem Loader	17.00	17.00
Chargehand	6.00	6.00
UTL (5-6/6 UTL Winter Control)	3.00	3.00
Sign and Marking Technician	2.00	2.00
Cement Finisher	1.00	1.00
Carpenter	0.50	0.50
Supervisor	3.00	3.00
Signal Tech	1.60	1.60
Students *	1.50	0.90
Manager	1.00	1.00
Totals	41.60	41.00

* - Committee Adjustment

Notable Adjustments - 2021 Operating Budget

Roads Department

Item #	Description	Dollar Amount
1.	1001 - 1802 – Personnel Costs – Anticipated contractual salary and benefits.	\$20,622
2.	2002 – Salt – Based on historical trends and actuals.	\$28,857
3.	2401 - 2407 – Fuel – Decrease to reflect anticipated contracts, consumption and winter control requirements.	(\$48,871)
4.	2701 – Hydro – To reflect historical, projected usage and estimated rates. Savings realized in Street Lighting.	(\$73,299)
5.	3400 – Contracts – Anticipated winter control services based on historical needs.	\$36,606
6.	3425 – Construction Contract – Inflation to reflect anticipated market increases.	\$28,620
7.	3601 – Insurance – Decrease due to reallocation of premiums based on insured values plus an anticipated 10% increase for 8 months of the year.	(\$54,577)
8.	5010 – Machinery & Equipment – Planned purchase of equipment in 2021.	\$20,000
9.	7001 – Vehicle & Equipment Usage Fee – Increase to reflect change in rates.	\$102,125
10.	0899 – Other Service Charges – Increase to reflect historical trends and actuals.	\$15,000

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): ROADS DEPARTMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	1,671,540	1,790,336	2,431,654	2,464,084	32,430	1.33 %
1002 TEMPORARY SALARIES	148,987	59,178	116,480	146,676	30,196	25.92 %
1003 SHIFT PREMIUM	8,931	10,704	6,550	9,000	2,450	37.40 %
1004 OTHER/STANDBY	28,888	30,917	33,930	36,000	2,070	6.10 %
1010 MODIFIED/ACCOMMODATED	68,358	82,590	0	0	0	0.00 %
1101 OVERTIME FULLTIME	356,639	215,367	230,150	232,000	1,850	0.80 %
1102 OVERTIME PART TIME	2,115	3,297	0	5,000	5,000	100.00 %
1202 VACATION	191,758	197,560	1,747	1,067	(680)	-38.92 %
1203 COMPASSIONATE LEAVE	3,462	1,997	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	103,545	74,816	0	0	0	0.00 %
1207 SICK LEAVE	154,606	148,431	0	0	0	0.00 %
1210 GREIVANCE SETTLEMENT	29,004	3,052	0	0	0	0.00 %
1301 WSIB LEAVE	(63,012)	(17,258)	0	0	0	0.00 %
1401 TRAINING & SAFETY	27,378	21,612	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	740	410	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	816,644	811,996	818,583	768,537	(50,046)	-6.11 %
1802 FRINGE BENEFITS-PARTTIME	15,141	16,812	29,786	27,138	(2,648)	-8.89 %
PERSONNEL TOTAL	3,564,724	3,451,817	3,668,880	3,689,502	20,622	0.56 %
GOODS & SERVICES						
2001 SAND	155,174	105,691	133,700	146,374	12,674	9.48 %
2002 SALT	254,460	317,411	221,143	250,000	28,857	13.05 %
2003 BRINE	38,350	23,292	40,000	50,000	10,000	25.00 %
2006 ASPHALT - COLD MIX	39,456	47,783	35,000	40,000	5,000	14.29 %
2010 TRAFFIC SUPPLIES	76,648	58,718	64,300	64,500	200	0.31 %
2020 SEWER/WATER PIPE & PARTS	2,975	2,184	0	0	0	0.00 %
2022 CULVERTS	8,973	36,048	40,000	40,000	0	0.00 %
2030 GRAVEL	23,838	30,014	30,000	35,000	5,000	16.67 %
2034 CONCRETE	0	557	13,000	20,000	7,000	53.85 %
2036 SIGNS	3,126	11,808	12,630	12,630	0	0.00 %
2099 MISC. MATERIALS	53,694	14,200	0	0	0	0.00 %
2401 GAS FUEL	19,190	15,827	18,119	20,407	2,288	12.63 %
2405 DIESEL FUEL	240,999	185,879	237,808	211,159	(26,649)	-11.21 %
2407 COLOURED/DYED DIESEL	92,968	60,930	101,512	77,002	(24,510)	-24.14 %
2435 TOOLS	18,260	11,421	10,000	12,500	2,500	25.00 %
2650 CLOTHING / UNIFORM	16,068	16,048	18,655	19,000	345	1.85 %
2655 SAFETY SUPPLIES	27,856	29,653	22,000	25,000	3,000	13.64 %
2660 SAFETY BOOT ALLOWANCE	6,134	9,338	12,600	12,600	0	0.00 %
2701 HYDRO	737,616	841,178	884,544	811,245	(73,299)	-8.29 %
3005 COURIER & DELIVERY	0	5	0	0	0	0.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

ROADS DEPARTMENT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
3010 TELEPHONE	9,694	12,205	9,600	10,000	400	4.17 %
3030 TRAVEL	227	0	0	0	0	0.00 %
3035 MILEAGE	2,880	1,248	4,000	3,500	(500)	-12.50 %
3055 MEETING COSTS	1,224	1,249	0	0	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	15	1,109	500	1,700	1,200	240.00 %
3070 TRAINING COURSES - OUT	29,693	36,776	33,200	43,000	9,800	29.52 %
3099 MISC ADMIN EXPENSES	0	117	0	0	0	0.00 %
3116 CONSTRUCTION SERVICES	0	865	0	0	0	0.00 %
3130 CONSULTANT FEES	1,727	0	0	0	0	0.00 %
3170 LEGAL SEARCHES	265	718	0	0	0	0.00 %
3172 ELECTRICIAN	842	137	0	0	0	0.00 %
3205 VEHICLE LEASE/RENTAL	686,230	153,174	146,300	151,600	5,300	3.62 %
3305 BUILDING MAINTENANCE	0	2,239	0	0	0	0.00 %
3400 CONTRACTS	0	0	0	36,606	36,606	100.00 %
3425 CONSTRUCTION CONTRACT	451,728	304,015	296,380	325,000	28,620	9.66 %
3426 PATCHING	285,175	295,563	274,050	282,735	8,685	3.17 %
3427 HYDROSEEDING	45,315	118,873	21,800	22,500	700	3.21 %
3428 CONCRETE RESTORATION	14,223	8,215	15,225	15,500	275	1.81 %
3499 MISC CONTRACTS	22,117	23,028	23,000	23,000	0	0.00 %
3601 INSURANCE PREMIUMS	67,120	34,491	73,576	18,999	(54,577)	-74.18 %
GOODS & SERVICES TOTAL	3,434,260	2,812,007	2,792,642	2,781,557	(11,085)	-0.40 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	0	11,341	0	20,000	20,000	100.00 %
5015 OFFICE FURNITURE & EQUIP	3,060	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	3,060	11,341	0	20,000	20,000	100.00 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	2,154,327	2,551,970	2,416,028	2,518,153	102,125	4.23 %
7050 FLEET CHARGEBACK CHARGES	64,254	22,669	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	2,218,581	2,574,639	2,416,028	2,518,153	102,125	4.23 %
EXPENSE TOTAL	9,220,625	8,849,804	8,877,550	9,009,212	131,662	1.48 %
REVENUE						
0419 OTHER PERMIT/ENCROACHMENT	0	4,840	0	0	0	0.00 %
0456 SALE OF SCRAP METALS	1,669	4,925	5,000	5,000	0	0.00 %
0459 OTHER SALES	1,627	2,049	5,000	5,000	0	0.00 %
0470 TSF FROM RESERVE FUND	758,863	0	0	0	0	0.00 %
0472 REIMB - CUPE BENEFITS	793	0	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	2,278	0	0	0	0	0.00 %
0479 REIMBURSEMENTS	0	3,708	0	0	0	0.00 %
0835 SPECIAL EVENT FEES	3,727	2,402	4,500	4,500	0	0.00 %
0871 STREET WORK PERMITS	6,087	8,459	9,000	9,000	0	0.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Infrastructure and Operations*

Division(s): *ROADS DEPARTMENT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0872 ENTRANCE CULVERT & CURBS	13,255	21,705	20,000	20,000	0	0.00 %
0899 OTHER SERVICE CHARGES	82,670	58,964	65,000	80,000	15,000	23.08 %
REVENUE TOTAL	870,969	107,052	108,500	123,500	15,000	13.82 %
GRAND TOTAL:	8,349,656	8,742,752	8,769,050	8,885,712	116,662	1.33 %

Activity Summary Overview – 2021 Budget

Storm Sewers

Maintenance

Cleaning, maintenance and repair of approximately 226 km of storm sewers, 2,417 storm manholes and 4,877 catch basins.

Connections

Maintenance and repairs of existing service connections and installations of new service connections from the storm mains to the property line.

Fees are determined through direct service contracts with the City of North Bay on a full cost recovery basis.

Restorations

Provide for the construction and/or repairs of the storm sewer system.

Hydrants

Repairs and maintenance of 1,458 fire hydrants and installation of new hydrants where required as well as provide winter access to all fire hydrants.

Allocated Employees

4.25 full time equivalent employees (FTE'S) from the Water and Sanitary Sewer crew are allocated to the Storm Sewer System and Fire Hydrants as follows:

Positions:

	2020 FTE	2021 FTE
Director of Public Works	0.05	0.05
Operations Manager, Water & Sewer	0.10	0.10
Administrative Supervisor, Public Works	0.05	0.05
Operations Supervisor, Water & Sewer*	0.40	0.40
Public Works Yard Loader	0.05	0.05
Chargehands	0.80	0.80
Operator 1	1.30	1.40
Backhoe Operator	0.10	0.10
Certified Sewer Cleaner/Flusher	0.30	0.30
Truck Driver	0.30	0.20
Excavator	0.20	0.20
Operator I Summer Construction*	0.70	0.50
Sewer & Water Clerk	0.10	0.10
Totals	4.45	4.25

**Note: (1) Supervisor Summer Construction, (5) Operator I Summer Construction are funded through capital.*

Notable Adjustments - 2021 Budget

Storm Sewers

Item #	Description	Dollar Amount
1.	1001 - 1801 – Personnel Costs – Anticipated contractual salary and benefits. Decrease of 2 Summer Construction Operator I positions.	(\$13,469)
2.	0460 – Transfer From Capital Fund – To account for personnel costs recovered through capital projects. Offsets 1001-1801 Personnel costs. Decrease of 2 Summer Construction Operator I positions.	(\$14,119)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): STORM SEWERS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	272,813	225,768	241,961	247,561	5,600	2.31 %
1002 TEMPORARY SALARIES	10,201	195	0	0	0	0.00 %
1003 SHIFT PREMIUM	306	460	350	350	0	0.00 %
1004 OTHER/STANDBY	1,370	2,773	6,171	6,263	92	1.49 %
1010 MODIFIED/ACCOMMODATED	317	5,765	0	0	0	0.00 %
1011 SALARIES CAPITAL/Special Projects	0	0	50,629	39,745	(10,884)	-21.50 %
1101 OVERTIME FULLTIME	8,341	10,891	10,383	10,538	155	1.49 %
1202 VACATION	968	18,447	0	0	0	0.00 %
1204 STATUTORY HOLIDAYS	0	3,685	0	0	0	0.00 %
1207 SICK LEAVE	0	2,877	0	0	0	0.00 %
1401 TRAINING & SAFETY	0	704	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	53,679	33,006	96,148	87,716	(8,432)	-8.77 %
PERSONNEL TOTAL	347,995	304,571	405,642	392,173	(13,469)	-3.32 %
GOODS & SERVICES						
2006 ASPHALT - COLD MIX	3,706	682	3,000	3,090	90	3.00 %
2008 CEMENT	0	638	2,500	2,500	0	0.00 %
2010 TRAFFIC SUPPLIES	0	106	0	0	0	0.00 %
2020 SEWER/WATER PIPE & PARTS	39,079	40,413	34,500	34,500	0	0.00 %
2030 GRAVEL	3,392	11,343	11,350	11,350	0	0.00 %
2099 MISC. MATERIALS	223	511	0	0	0	0.00 %
2401 GAS FUEL	2,796	2,146	2,951	2,985	34	1.15 %
2405 DIESEL FUEL	10,344	8,598	10,933	11,003	70	0.64 %
2407 COLOURED/DYED DIESEL	4,337	1,944	4,299	3,769	(530)	-12.33 %
2435 TOOLS	920	227	3,508	3,508	0	0.00 %
2650 CLOTHING / UNIFORM	1,395	1,357	1,669	1,669	0	0.00 %
2655 SAFETY SUPPLIES	0	24	3,665	3,665	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	448	326	1,083	1,083	0	0.00 %
3005 COURIER & DELIVERY	0	15	0	0	0	0.00 %
3007 ONTARIO 1 CALL CENTER	572	505	0	0	0	0.00 %
3010 TELEPHONE	1,101	975	1,584	1,584	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	538	319	0	0	0	0.00 %
3075 TRAINING COURSES- IN	2,529	568	4,000	4,000	0	0.00 %
3099 MISC ADMIN EXPENSES	1	0	0	0	0	0.00 %
3102 CONSULTANT FEES I.S.	0	0	4,959	0	(4,959)	-100.00 %
3205 VEHICLE LEASE/RENTAL	209	1,330	1,750	1,000	(750)	-42.86 %
3350 DRY CLEANING/LAUNDERING	45	132	0	0	0	0.00 %
3425 CONSTRUCTION CONTRACT	19,321	4,270	5,150	5,150	0	0.00 %
3426 PATCHING	107,004	135,098	68,350	70,400	2,050	3.00 %
3427 HYDROSEEDING	6,424	5,864	6,776	6,979	203	3.00 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): STORM SEWERS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
3428 CONCRETE RESTORATION	3,276	3,263	5,150	5,304	154	2.99 %
GOODS & SERVICES TOTAL	207,660	220,654	177,177	173,539	(3,638)	-2.05 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	60,771	77,184	78,941	78,130	(811)	-1.03 %
INTERNAL TRANSFERS TOTAL	60,771	77,184	78,941	78,130	(811)	-1.03 %
EXPENSE TOTAL	616,426	602,409	661,760	643,842	(17,918)	-2.71 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	0	0	66,155	52,036	(14,119)	-21.34 %
0875 STORM SEWER CONNECTIONS	3,050	6,854	4,000	4,000	0	0.00 %
0899 OTHER SERVICE CHARGES	11,282	0	0	0	0	0.00 %
REVENUE TOTAL	14,332	6,854	70,155	56,036	(14,119)	-20.13 %
GRAND TOTAL:	602,094	595,555	591,605	587,806	(3,799)	-0.64 %

Activity Summary Overview – 2021 Budget

Transit

The Transit Department oversees the daily on-street transit service which includes work scheduling and training of transit operators; responding to public inquiries and providing for transit dispatch; accident investigation and reporting. Annual service is for 64,000 hours, 1.3 million km and accommodates over 1.5 million rides.

Plant & Premises

To provide accessible transit shelter maintenance and installation. To provide for the installation and maintenance of bus stop signs. To provide for the rental of and janitorial services for the terminal area and drivers and supervisory quarters on Oak Street.

Administration

General administration for Transit and Para Bus service.

Positions:

	2020 FTE	2021 FTE
City Engineer	0.00	0.10
Transit Manager	1.00	1.00
Administrative Assistant	1.00	1.00
Transit Supervisor	2.00	2.00
Transit Planning Analyst	0.00	1.00
Transit Operators*	25.00	24.00
Transit Bus Wash Operators	2.36	2.36
Spare Board Operators	5.31	5.31
Crossing Guards	3.20	2.84
Totals	39.87	39.61

*The budget reflects current staffing levels of 22 Transit Operators. The 2 vacant positions will not be filled until the revenues increase to 2019 levels as the transit system recovers from the impact of COVID-19.

Para Bus

To provide a safe and efficient method of transportation for the physically disabled community in North Bay. To maintain the special vehicles for service as legislated and to operate a public information and dispatch office.

Crossing Guards

To provide for the 15 crossing guard locations within the City of North Bay that provide safe crossing for children up to grade 8.

Notable Adjustments - 2021 Budget

Transit

Item #	DESCRIPTION	Dollar Amount
1.	1001-1802 – Personnel Costs – Anticipated wage and benefit savings. Includes adjustments for temporary reduction in staffing due to COVID-19.	(\$101,908)
2.	2405 – Diesel Fuel – Based on projected rates and mileage. Mileage is projected to be reduced through scheduling and COVID-19 measures.	(\$248,747)
3.	3402 – Operating Contract – Based on Para Bus agreement for 2021 and expected demand. Para Bus revenue hours for 2021 are projected to be at 85% of 2019 levels.	(\$50,161)
4.	3476 – Taxi Contracts – Based on projected demand.	(\$34,878)
5.	7001 – Vehicle & Equipment Usage Fee - To reflect change in usage fee rates and number of buses.	(\$78,320)
6.	0470 – Transfer from Reserve Fund – To offset lost revenues as a result of COVID-19. This is anticipated to be a one-time transfer and that revenues will return to historical levels in 2022.	\$804,162
7.	0801 – Cash Fares – January to April projected at current levels of 50% of historical, May to August at 60% of historical levels and September to December at 100% of historical levels.	(\$229,436)
8.	0802 – Adult Passes – January to April projected at current levels of 50% of historical, May to August at 66% of historical and September to December at 100% of historical levels.	(\$79,763)
9.	0803 – Student Passes – January to August projected at current levels of 30% of historical and September through December at 100% of historical.	(\$55,723)
10.	0804 – Reduced Passes – January to August at current levels of 70% of historical sales and September to December at 100% of historical levels.	(\$56,037)
11.	0806 – Multiple Fare Cards – January to April projected at current levels of 50% of historical, May to August at 66% of historical and September to December at 100% of historical.	(\$97,370)
12.	0807 – Contracted Services – Projected to be 25% for Canadore and 20% for Nipissing of 2019 historical revenue and from September to December 90% of historical revenue.	(\$514,627)
13.	0809 – Student Term Pass – This type of pass is no longer offered. Students requiring a student pass for one term will purchase four monthly passes.	(\$54,045)
14.	0810 – Single Trip Pass – January to April projected at current levels of 60% of historical, May to August at 66% of historical and September to December at 100% of historical.	(\$16,693)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Infrastructure and Operations*

Division(s): *TRANSIT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	1,833,174	1,927,120	2,114,362	2,067,756	(46,606)	-2.20 %
1002 TEMPORARY SALARIES	94,235	57,724	93,038	84,029	(9,009)	-9.68 %
1003 SHIFT PREMIUM	40,385	33,508	44,900	36,000	(8,900)	-19.82 %
1010 MODIFIED/ACCOMMODATED	165,058	78,705	0	0	0	0.00 %
1101 OVERTIME FULLTIME	109,452	50,763	84,000	70,000	(14,000)	-16.67 %
1102 OVERTIME PART TIME	1,073	0	0	0	0	0.00 %
1110 OVERTIME MODIFIED/ACCOMMODATED	3,818	1,863	0	0	0	0.00 %
1202 VACATION	160,550	193,651	170,250	164,655	(5,595)	-3.29 %
1203 COMPASSIONATE LEAVE	2,492	0	4,000	0	(4,000)	-100.00 %
1204 STATUTORY HOLIDAYS	101,899	76,590	41,477	54,154	12,677	30.56 %
1207 SICK LEAVE	114,356	116,333	64,974	64,518	(456)	-0.70 %
1299 OTHER LABOUR COSTS	174,205	143,235	175,800	175,800	0	0.00 %
1301 WSIB LEAVE	(10,601)	0	0	0	0	0.00 %
1401 TRAINING & SAFETY	11,571	1,462	16,000	9,000	(7,000)	-43.75 %
1801 FRINGE BENEFITS-FULLTIME	847,564	827,927	896,566	880,218	(16,348)	-1.82 %
1802 FRINGE BENEFITS-PARTTIME	13,280	6,148	12,273	9,602	(2,671)	-21.76 %
PERSONNEL TOTAL	3,662,511	3,515,029	3,717,640	3,615,732	(101,908)	-2.74 %
GOODS & SERVICES						
2099 MISC. MATERIALS	579	788	2,250	2,500	250	11.11 %
2401 GAS FUEL	1,014	833	908	1,003	95	10.46 %
2405 DIESEL FUEL	798,385	460,482	795,163	546,416	(248,747)	-31.28 %
2425 REPAIR PARTS	45,393	36,972	40,000	34,000	(6,000)	-15.00 %
2499 MISC FLEET SUPPLIES	8,623	8,729	6,250	8,000	1,750	28.00 %
2601 OFFICE SUPPLIES	2,588	2,403	2,400	2,550	150	6.25 %
2650 CLOTHING / UNIFORM	22,312	2,671	30,000	31,500	1,500	5.00 %
2655 SAFETY SUPPLIES	279	286	500	500	0	0.00 %
2660 SAFETY BOOT ALLOWANCE	4,739	5,448	9,030	7,740	(1,290)	-14.29 %
2699 MISC GENERAL SUPPLIES	1,579	450	1,000	1,000	0	0.00 %
2701 HYDRO	14,477	16,983	17,148	16,041	(1,107)	-6.46 %
2705 NATURAL GAS	5,192	4,834	6,193	5,551	(642)	-10.37 %
2715 WATER	23,165	22,267	22,990	24,730	1,740	7.57 %
2720 MUNICIPAL TAXES	41,637	41,789	43,302	43,461	159	0.37 %
2935 FARE HANDLING SUPPLIES	13,480	3,735	15,000	10,000	(5,000)	-33.33 %
2999 MISCELLANEOUS SUPPLIES	0	24	0	0	0	0.00 %
3001 POSTAGE	455	337	450	400	(50)	-11.11 %
3010 TELEPHONE	12,006	11,084	12,525	12,700	175	1.40 %
3035 MILEAGE	149	0	300	300	0	0.00 %
3045 CONFERENCE & SEMINARS	2,069	0	3,000	1,500	(1,500)	-50.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): *Infrastructure and Operations*

Division(s): *TRANSIT*

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	7,841	7,342	11,150	13,225	2,075	18.61 %
3070 TRAINING COURSES - OUT	677	0	5,000	1,500	(3,500)	-70.00 %
3075 TRAINING COURSES- IN	353	743	750	750	0	0.00 %
3080 ADVERTISING & PROMOTION	1,729	3,832	7,500	7,500	0	0.00 %
3105 LEGAL FEES	55	0	0	0	0	0.00 %
3199 MISC PROFESSIONAL FEES	97	0	0	0	0	0.00 %
3305 BUILDING MAINTENANCE	20,655	17,175	17,500	17,500	0	0.00 %
3315 VEHICLE MAINTENANCE	73,274	61,330	60,000	51,000	(9,000)	-15.00 %
3340 SOFTWARE MAINTENANCE	1,646	15,599	17,442	30,442	13,000	74.53 %
3402 OPERATING CONTRACT	560,742	371,433	538,556	488,395	(50,161)	-9.31 %
3460 BRINKS COURIER	1,088	526	1,000	1,000	0	0.00 %
3476 TAXI CONTRACTS	48,031	20,630	56,750	21,872	(34,878)	-61.46 %
3480 CLEANING CONTRACT	53,876	54,903	56,680	57,600	920	1.62 %
3601 INSURANCE PREMIUMS	13,767	14,099	15,090	15,264	174	1.15 %
GOODS & SERVICES TOTAL	1,781,952	1,187,727	1,795,827	1,455,940	(339,887)	-18.93 %
FINANCIAL EXPENSES						
4101 BANK CHARGES	0	1,981	2,800	5,000	2,200	78.57 %
4110 CASH OVER / SHORT	3	68	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	3	2,049	2,800	5,000	2,200	78.57 %
CAPITAL/RESERVE TRANSACTIONS						
5005 BUILDINGS	0	871	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	0	871	0	0	0	0.00 %
INTERNAL TRANSFERS						
7001 VEH & EQUIPMENT USAGE FEE	2,548,932	2,493,050	2,490,766	2,412,446	(78,320)	-3.14 %
7010 ADMINISTRATON & OVERHEAD	111,309	113,139	113,139	116,049	2,910	2.57 %
7015 BUILDING MAINTENANCE OPER	35,602	36,273	36,193	36,636	443	1.22 %
7035 WASH BAY MAINTENANCE	48,198	52,485	50,000	50,000	0	0.00 %
7050 FLEET CHARGEBACK CHARGES	11,129	18,838	0	0	0	0.00 %
INTERNAL TRANSFERS TOTAL	2,755,170	2,713,785	2,690,098	2,615,131	(74,967)	-2.79 %
EXPENSE TOTAL	8,199,636	7,419,461	8,206,365	7,691,803	(514,562)	-6.27 %
REVENUE						
0470 TSF FROM RESERVE FUND	510,000	1,167,424	490,000	1,294,162	804,162	164.11 %
0472 REIMB - CUPE BENEFITS	693	383	0	0	0	0.00 %
0476 REIMBURSEMENT-CUPE WAGES	1,542	1,013	0	0	0	0.00 %
0479 REIMBURSEMENTS	0	3,528	0	0	0	0.00 %
0480 SUNDRY REVENUE	325	190	0	200	200	100.00 %
0508 MIN OF TRANSPORTATION	0	37,477	0	0	0	0.00 %
0801 CASH FARES	754,969	373,761	747,932	518,496	(229,436)	-30.68 %
0802 ADULT PASSES	325,894	177,803	315,716	235,953	(79,763)	-25.26 %
0803 STUDENT PASSES	108,421	41,478	105,000	49,277	(55,723)	-53.07 %



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Infrastructure and Operations

Division(s): TRANSIT

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
0804 REDUCED PASSES	266,193	164,982	267,885	211,848	(56,037)	-20.92 %
0805 DAY PASSES	10,645	5,365	11,094	6,963	(4,131)	-37.24 %
0806 MULTIPLE FARE CARDS	387,006	222,179	375,963	278,593	(97,370)	-25.90 %
0807 CONTRACTED SERVICES	1,178,302	742,546	1,188,997	674,370	(514,627)	-43.28 %
0808 TRANSIT CHARTERS	4,400	1,206	4,600	2,000	(2,600)	-56.52 %
0809 STUDENT TERM PASS	38,870	2,812	54,045	0	(54,045)	-100.00 %
0810 SINGLE TRIP PASS	78,345	46,726	76,163	59,470	(16,693)	-21.92 %
0811 AGREEMENTS	2,660	0	0	0	0	0.00 %
0819 TRANSIT PASS PHOTO	13,140	6,919	12,462	7,446	(5,016)	-40.25 %
0890 ATM REVENUE	1,876	794	1,737	1,000	(737)	-42.43 %
0919 VENDING MACHINE SALES	5,432	2,046	4,746	2,000	(2,746)	-57.86 %
0975 SIGN ADVERTISING	13,000	25,000	25,000	25,000	0	0.00 %
7998 INTERNAL TRANSFERS FROM OTHER DEPARTMENTS	840	0	0	0	0	0.00 %
REVENUE TOTAL	3,702,553	3,023,632	3,681,340	3,366,778	(314,562)	-8.54 %
GRAND TOTAL:	4,497,083	4,395,829	4,525,025	4,325,025	(200,000)	-4.42 %

Activity Summary Overview – 2021 Budget

Works Department Administration

Works Administration

Overseeing the operations, construction, and/or development of the City's infrastructure including: bridges, roads, and associated structures. The Public Works Department is committed to meeting the needs of the community while ensuring sustainability of services.

Positions:

	2020 FTE	2021 FTE
City Engineer	0.20	0.00
Director of Public Works	0.50	0.50
Dispatcher	3.00	3.00
Administrative Supervisor Public Works	0.50	0.50
Administrative Assistant	0.50	0.50
Part-time Dispatchers	0.56	0.56
Signal Technician	0.40	0.40
Totals	5.66	5.46

Notable Adjustments - 2021 Operating Budget

Works Department Administration

Item #	Description	Dollar Amount
1.	1001 – 1802 – Personnel Costs – Anticipated contractual salary and benefits. Offset with reallocation of City Engineer FTE.	(\$45,663)

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

WORKS DEPT ADMINISTRATION

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
PERSONNEL						
1001 REGULAR SALARIES	375,868	445,840	388,013	356,905	(31,108)	-8.02 %
1002 TEMPORARY SALARIES	24,564	26,212	34,580	34,813	233	0.67 %
1003 SHIFT PREMIUM	4,064	4,401	4,782	4,782	0	0.00 %
1004 OTHER/STANDBY	1,872	1,788	0	0	0	0.00 %
1010 MODIFIED/ACCOMMODATED	19,286	6,697	0	0	0	0.00 %
1101 OVERTIME FULLTIME	24,718	15,602	7,521	7,626	105	1.40 %
1102 OVERTIME PART TIME	206	168	0	0	0	0.00 %
1202 VACATION	22,386	12,660	1,323	1,333	10	0.76 %
1204 STATUTORY HOLIDAYS	2,189	1,981	0	0	0	0.00 %
1207 SICK LEAVE	13,611	309	0	0	0	0.00 %
1299 OTHER LABOUR COSTS	91	0	0	0	0	0.00 %
1301 WSIB LEAVE	(14,770)	0	0	0	0	0.00 %
1401 TRAINING & SAFETY	199	150	0	0	0	0.00 %
1499 OTHER EMP ALLOWANCES	102	0	0	0	0	0.00 %
1801 FRINGE BENEFITS-FULLTIME	122,444	118,635	114,573	100,234	(14,339)	-12.52 %
1802 FRINGE BENEFITS-PARTTIME	6,964	5,549	7,055	6,491	(564)	-7.99 %
PERSONNEL TOTAL	603,794	639,992	557,847	512,184	(45,663)	-8.19 %
GOODS & SERVICES						
2020 SEWER/WATER PIPE & PARTS	0	72	0	0	0	0.00 %
2099 MISC. MATERIALS	724	1,748	500	500	0	0.00 %
2601 OFFICE SUPPLIES	15,302	19,442	16,500	17,000	500	3.03 %
2615 JANITORIAL SUPPLIES	1,752	3,115	600	2,000	1,400	233.33 %
2625 BUILDING MAINT SUPPLIES	294	0	0	0	0	0.00 %
2630 SUBSCRIPTIONS/PERIODICALS	246	286	500	500	0	0.00 %
2655 SAFETY SUPPLIES	0	98	0	0	0	0.00 %
2701 HYDRO	93,720	102,082	108,232	102,363	(5,869)	-5.42 %
2705 NATURAL GAS	76,416	56,823	75,384	81,700	6,316	8.38 %
2715 WATER	10,500	10,576	11,048	11,209	161	1.46 %
3001 POSTAGE	963	617	800	500	(300)	-37.50 %
3005 COURIER & DELIVERY	2,315	1,784	2,200	2,200	0	0.00 %
3010 TELEPHONE	31,443	30,528	35,600	35,600	0	0.00 %
3015 FAX	798	747	670	670	0	0.00 %
3030 TRAVEL	3,677	0	3,500	2,000	(1,500)	-42.86 %
3035 MILEAGE	3,215	2,260	4,800	4,000	(800)	-16.67 %
3045 CONFERENCE & SEMINARS	737	1,012	3,500	2,000	(1,500)	-42.86 %
3055 MEETING COSTS	496	237	500	500	0	0.00 %
3065 MEMBERSHIPS/LICENSES/CERTIFICATIONS	2,170	1,882	3,500	2,500	(1,000)	-28.57 %
3070 TRAINING COURSES - OUT	1,578	0	3,500	2,000	(1,500)	-42.86 %
3080 ADVERTISING & PROMOTION	0	0	500	0	(500)	-100.00 %

Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s):

Infrastructure and Operations

Division(s):

WORKS DEPT ADMINISTRATION

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
3301 RADIO MAINTENANCE	5,697	6,782	8,250	8,250	0	0.00 %
3305 BUILDING MAINTENANCE	125,227	115,661	135,000	135,000	0	0.00 %
3401 STREET GARBAGE CONTRACT	5,439	6,316	4,200	5,000	800	19.05 %
3425 CONSTRUCTION CONTRACT	291	1,310	1,000	1,000	0	0.00 %
3430 MAINTENANCE CONTRACT	3,899	1,627	4,500	4,500	0	0.00 %
3480 CLEANING CONTRACT	58,646	60,992	61,473	63,931	2,458	4.00 %
GOODS & SERVICES TOTAL	445,545	425,997	486,257	484,923	(1,334)	-0.27 %
FINANCIAL EXPENSES						
4110 CASH OVER / SHORT	0	100	0	0	0	0.00 %
FINANCIAL EXPENSES TOTAL	0	100	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS						
5010 MACHINERY & EQUIPMENT	0	1,062	0	0	0	0.00 %
5015 OFFICE FURNITURE & EQUIP	2,465	1,785	2,000	2,000	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	2,465	2,847	2,000	2,000	0	0.00 %
EXPENSE TOTAL	1,051,804	1,068,936	1,046,104	999,107	(46,997)	-4.49 %
REVENUE						
0460 TRANSFER FRM CAPITAL FUND	36,904	37,642	37,642	38,395	753	2.00 %
7910 INTERNAL OVERHEAD REVENUE	178,329	181,317	181,317	185,819	4,502	2.48 %
REVENUE TOTAL	215,233	218,959	218,959	224,214	5,255	2.40 %
GRAND TOTAL:	836,571	849,977	827,145	774,893	(52,252)	-6.32 %



SERVICE PARTNERS

2021 OPERATING BUDGET



Business Unit Summary

Budget Year: 2021

YTD End Date: December 2020

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
Service Partners						
INVEST NORTH BAY DEVELOPMENT CORPORATION	390,000	140,000	140,000	140,000	0	0.00 %
SERVICE PARTNERS	39,774,540	41,288,764	41,601,160	42,859,866	1,258,706	3.03 %
Total:	40,164,540	41,428,764	41,741,160	42,999,866	1,258,706	3.02 %
Grand Total:	40,164,540	41,428,764	41,741,160	42,999,866	1,258,706	3.02 %

Activity Summary Overview – 2021 Budget

Service Partners

Service Partners include the statutory Agencies, Boards and Commissions as defined within various legislation as well as other community partners in agreement with the City for delivery of community services.

An estimated 2% increase has been included for those Service Partners, where 2021 Operating Budgets have yet to be received. There is risk that realized numbers may vary.



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Service Partners

Division(s): SERVICE PARTNERS

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
SERVICE PARTNERS						
6051 NORTH BAY POLICE FORCE	19,616,120	20,710,675	20,550,548	21,489,220	938,672	4.57 %
6055 DSSAB	12,043,715	12,484,679	12,572,413	12,820,073	247,660	1.97 %
6058 DISTRICT HEALTH UNIT	1,630,616	1,574,286	1,793,678	1,793,678	0	0.00 %
6059 CASSELLHOLME	2,570,877	2,669,931	2,648,003	2,714,203	66,200	2.50 %
6065 PUBLIC LIBRARY	2,365,444	2,509,647	2,493,433	2,493,433	0	0.00 %
6067 CONSERVATION AUTHORITY	485,210	421,733	428,278	425,950	(2,328)	-0.54 %
6068 CAPITOL CENTRE	409,872	442,661	449,068	471,434	22,366	4.98 %
6069 YMCA	0	173,725	0	0	0	0.00 %
6070 GOLDEN AGE CLUB	19,155	19,155	19,538	19,538	0	0.00 %
6080 ONT.PROPERTY ASSESSMENT	633,530	632,337	646,201	632,337	(13,864)	-2.15 %
6083 DIA	136,925	138,880	0	0	0	0.00 %
6090 JACK GARLAND AIRPORT	0	600,000	0	840,000	840,000	100.00 %
SERVICE PARTNERS TOTAL	39,911,464	42,377,709	41,601,160	43,699,866	2,098,706	5.04 %
EXPENSE TOTAL	39,911,464	42,377,709	41,601,160	43,699,866	2,098,706	5.04 %
REVENUE						
0105 TAXATION	136,925	138,880	0	0	0	0.00 %
0470 TSF FROM RESERVE FUND	0	0	0	840,000	840,000	100.00 %
7940 SAFE RESTART FUNDING	0	950,066	0	0	0	0.00 %
REVENUE TOTAL	136,925	1,088,946	0	840,000	840,000	100.00 %
GRAND TOTAL:	39,774,539	41,288,763	41,601,160	42,859,866	1,258,706	3.03 %

Activity Summary Overview – 2021 Budget

Invest North Bay Development Corporation

Like many municipalities, the City of North Bay (City) has incorporated a development corporation called Invest North Bay Development Corporation (Invest North Bay). Invest North Bay promotes community economic development through the participation of local business leaders working with the municipality to assist in attracting new businesses to the City and supporting the entrepreneurial start-up ecosystem to achieve new job creation.

Local business leaders sit on the Board of Directors with the Mayor and two (2) City Councillors and the CAO also sitting as Directors. In addition to the core municipal duties of the position, the Director of Community Development & Growth undertakes the Executive Director duties for Invest North Bay.

Invest North Bay provides a formal platform for community driven economic development initiatives where local business leaders can offer their expertise, experience, ideas, advocacy and business leads. The role of Invest North Bay complements the City's Economic Development Department's role, which is highlighted under that budget section.

Invest North Bay works with partners including federal and provincial governments, community agencies, educational institutions, economic ecosystem agencies and business to maximize economic development opportunities in the community. In part, it does this by providing funding from its annual operating budget to augment local community economic development initiatives.

Larger initiatives like the funding for the Growth Community Improvement Plan (GCIP) was made possible through the advocacy of Invest North Bay for additional City funding to incentivize growth. This is an example of the business community identifying the need for more stimulus for growth and Invest North Bay then advocating for it, City Council responding by creating a budget for it and the Economic Development Department and Planning Departments implementing the budgeted incentives.

Invest North Bay reports on these initiatives and the financial statement annually at its AGM and to City Council.



Executive Report

Budget Year: 2021; YTD End Date: December 2020

Department(s): Service Partners

Division(s): INVEST NORTH BAY DEVELOPMENT CORPORATION

	2019 Actuals	2020 Actuals YTD	2020 Budget	2021 Approved	Variance	Variance %
CAPITAL/RESERVE TRANSACTIONS						
5115 TRANSFER TO RESERVE FUND	250,000	0	0	0	0	0.00 %
5150 AGREEMENTS	493,716	0	0	0	0	0.00 %
CAPITAL/RESERVE TRANSACTIONS TOTAL	743,716	0	0	0	0	0.00 %
SERVICE PARTNERS						
6075 INVEST NORTH BAY	140,000	140,000	140,000	140,000	0	0.00 %
SERVICE PARTNERS TOTAL	140,000	140,000	140,000	140,000	0	0.00 %
EXPENSE TOTAL	883,716	140,000	140,000	140,000	0	0.00 %
REVENUE						
0470 TSF FROM RESERVE FUND	493,716	0	0	0	0	0.00 %
REVENUE TOTAL	493,716	0	0	0	0	0.00 %
GRAND TOTAL:	390,000	140,000	140,000	140,000	0	0.00 %



2021

SERVICE LEVEL CHANGES

Service Level Reduction / Increase 2021

Description/Title: Firefighters

Service Enhancement or Reduction: Enhancement

Public: X **In Camera:**

Service Area/Business Unit: Community Services **Department:** Fire & Emergency Services

Costing Center #: 001-5601-471-1001

Budget Impacted: Municipal Levy X Building Permit Reserve Other Water Sewer

Detail:

Fire and Emergency Services (NBFES) experienced extreme staffing pressures in 2020 due to staff reductions because of WSIB claims, contractual vacation entitlements, and sick time usage.

NBFES is requesting to temporarily go above the compliment of 56 firefighters to 58 firefighters. Currently we have 2 members that have been on long term WSIB leave and we do not foresee them being able to return to NBFES. Both of these firefighters have exceeded 5 years and as such WSIB now pays the firefighters directly; NBFES is only responsible for their top-up, which we are contractually responsible for at a total cost of approximately \$52,000 annually. These firefighters will reach the 6 year WSIB lock-in eligibility in June and September of 2021. If WSIB locks in these 2 positions, there will no longer be any contractual obligation and NBFES would have 2 vacancies.

For 2021, NBFES will be filling 4 vacancies. NBFES proposes to immediately hire 2 additional firefighters for the two WSIB positions. By having these new hires trained and ready to serve as firefighters we anticipate that this will significantly reduce the overtime costs incurred by the fire department. The goal is to achieve savings for the municipality.

It is a considerable investment to recruit and train a new firefighter. As NBFES will already be training 4 recruits, we would see further savings by simultaneously hiring and training the required future 2 recruits.

The cost below represents the cost of 2 Probation Firefighter's salaries and benefits.

Link to Strategic Plan: Responsible and Responsive Government through promoting quality customer service as a practice, and ensuring continuous improvement of governance and administration.

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense	\$109,159		
(Revenue)	(\$109,159)		
Net Cost (Savings)	\$0		
<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Temporary over complement	2.0 FTE		
<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense			
Year / Revenue			
Net Cost (Savings)			

Capital Requirements (if applicable):

Service Level Reduction / Increase 2021

Description/Title: Public Art Advisory Committee Request for Funding

Service Enhancement or Reduction: Enhancement

Public: **In Camera:**

Service Area/Business Unit: Community Services

Department: Arts, Culture, Recreation & Leisure Services

Costing Center: 001-5829-861-3930

Budget Impacted: Municipal Levy Building Permit Reserve Other Water Sewer

Detail: The Public Art Advisory Committee (PAAC) was created by Council in 2019 to assist Council with the development of a CNB Public Arts Policy and to provide expert community input on public art policies, projects and procedures. The Committee currently is in the final drafting stages of a public arts policy for Council's review.

PAAC is requesting that Council consider an annual budget allotment of \$15,000 to advance public arts projects in the City.

Link to Strategic Plan: "Spirited Safe Community" – Promote and encourage Arts and Culture as a cornerstone of a dynamic community

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense	\$15,000		
(Revenue)			
Net Cost (Savings)			

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
N/A			

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense			
Year / Revenue			
Net Cost (Savings)			

Capital Requirements (if applicable):

Service Level Reduction / Increase 2021

Description/Title: Property Standards Officer - Vacant Building By-law / Property Standards 2-yr Contract

Service Enhancement or Reduction: Enhancement

Public: **In Camera:**

Service Area/Business Unit: Community Services **Department:** Building Services

Costing Center #: 001-5003-474-1001

Budget Impacted: **Municipal Levy** **Building Permit** **Reserve** **Other Water** **Sewer**

Detail:

Proposed change is for an additional resource (staff member) to be added to the Planning & Building Services Department to deal specifically with property standards, vacant & derelict buildings.

Currently Building Inspectors complete Property Standards work within 10% of their job duties. This would see the creation of one position that is specifically focused on property standards. It would also see the creation of a Vacant Building By-law to support the renovation/rehabilitation/removal of derelict buildings. The position would focus on both enforcement and education/outreach.

The 10% Property Standards allocation on existing Building Inspectors would be reallocated back to the Building Services Department to focus on existing requirements and growth pressures. Note: Building Services is a zero cost center and all surplus and deficits flow through the Building Reserve Fund.

Link to Strategic Plan: - Maintain infrastructure across the city in a good state of repair

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense			
- new Property Standards Officer (\$90,083 annualized for 8 months)	\$60,055		
- 10% inspectors back to Building Services 8 months(funded by the Building Reserve)	(53,224)		
- Additional Goods, Services, Training, etc...(\$25K annualized for 8 months)	\$16,667		
(Revenue)			
Net Cost /(Savings)	\$23,498		

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
	1		

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense			
- Full 12 months	\$90,083 \$25,000		
Year / Revenue			
Net Cost (Savings)	\$115,083		

Capital Requirements (if applicable):

Service Level Reduction / Increase Template 2021

Description/Title: Purchase of New Electronic/Digital Signature & Document Workflow Software

Service Enhancement or Reduction: Enhancement

Public: X **In Camera:**

Service Area/Business Unit: Corporate Services **Department:** Information Systems

Costing Center #: 001-1401-451-3340

Budget Impacted: Municipal Levy X Building Permit Reserve Other Water Sewer

Detail:

Currently, documents needing approval and signatures are printed and physically passed around to collect all signatures. Items are placed in inter-office mail, delivered in person and sometimes left in a person's 'inbox' letter tray in their office. This can cause delays and doesn't record any type of historical data such as where the document currently is and who has already signed it (and when).

Electronic signature is a broad term referring to any electronic process that indicates acceptance of an agreement or a record. An electronic signature is a way to get consent or approval on electronic documents or forms. It can replace a handwritten signature in virtually any process.

Electronic signatures allow a much faster turnaround and record of events to keep track of a document's progress and status through the approval process. Rather than printing, signing, scanning/sending or delivering to the next person to repeat the process, everyone can sign off on a document using electronic signatures in seconds.

Many electronic signature software solutions include a document workflow module for creating workflows that fit our specific business requirements. These workflows can automatically forward the document to the next person for signature and create timestamps to record events such as when it was sent, if it was approved, who signed it, and when it was signed. Multiple templates may be created for different workflows.

An example of a simple template could be Manager – Director – CAO. The Manager creates the document and assigns it to the correct workflow. The software sends a notification to the Director to sign the document. The Director electronically signs it and the software then notifies the CAO to do the same.

A document can be rejected by any signing authority and the original author is notified. A signer can also be replaced without restarting the process in the event of an absence or change in signing authority. A description of the reason for rejecting the document can be included as well to help the author correct the document. Some solutions allow real-time, instant notifications to alert someone the moment a document is opened and signed.

Workflows also create easy-to-follow experiences for staff and process steps can be followed consistently every time. Senders using a workflow template are guided through the send process with custom instructions and fields, making the send process easier to use and less prone to errors.

The Corporation would benefit from implementing an electronic signature and workflow software package in several ways. Electronic signatures and workflows provide a more efficient means of document approval particularly when staff work in different offices, buildings and even from home. Printing costs such as paper, toner and printer/copier maintenance can be reduced when using a paperless solution such as e-signatures. An e-signature solution also keeps track of where the document is in the process and eliminates the need to manually track the progress of acceptance and automates a currently physical process.

This expense is based on our estimate and may need to be adjusted based on the software selected. Licensing for this type of solution is typically a per user/per year model and will need to be renewed annually.

Link to Strategic Plan:

‘Natural, North & Near’ (page 8) – ‘Invest in technology and work practices to reduce the city’s energy consumption’.

‘Affordable Balanced Growth’ (page 10) – ‘Explore opportunities to reduce the costs of government service delivery, including shared services and new technologies’.

‘Responsible & Responsive Government’ (page 12) – ‘Ensure the City is prepared in the event of a Community Emergency’.

‘Responsible & Responsive Government’ (page 12) – ‘Ensure continuous improvement of governance and administration’.

‘Responsible & Responsive Government’ (page 12) – ‘Work with partners and stakeholders to identify and find solutions to streamline processes and remove barriers’.

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense	\$50,000		
(Revenue)			
Net Cost (Savings)	\$50,000		

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
N/A			

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense	\$0		
Year / Revenue			
Net Cost (Savings)			

Capital Requirements (if applicable):

Service Level Reduction / Increase 2021

Description/Title: Clean Green Beautiful

Service Enhancement or Reduction: Enhancement

Public: **In Camera:**

Service Area/Business Unit: Infrastructure and Operations **Department:** Environmental Services

Costing Center #: 001-4301

Budget Impacted: **Municipal Levy** **Building Permit** **Reserve** **Other** **Water** **Sewer**

Detail:

Clean Green Beautiful (CGB) North Bay is a grassroots organization which was started in 2019 by a group of concerned North Bay citizens. They are focused on raising civic pride and enhancing the beauty of our City. They have lead initiatives such as neighbourhood litter clean-ups, tree planting and a community orchard.

Clean Green Beautiful had significant community support with engagement of up to 10,000 residents. Businesses across our City participated as well. CGB is now looking to expand for 2021 with the hiring of an intern and focusing on additional programs which will continue to enhance the beauty of our City.

This service level change would provide a funding contribution of \$10,000 to Clean Green Beautiful North Bay to continue their work.

Link to Strategic Plan: Natural North and Near

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense	\$10,000		
(Revenue)			
Net Cost (Savings)			

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
N/A			

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense	\$10,000		
Year / Revenue			
Net Cost (Savings)			

Capital Requirements (if applicable): N/A

Service Level Reduction / Increase 2021

Description/Title: User Pay Garbage Collection – 2 Free Receptacles

Service Enhancement or Reduction: Enhancement

Public: X **In Camera:** __

Service Area/Business Unit: Infrastructure and Operations **Department:** Environmental Services

Costing Center #: 001-4328

Budget Impacted: **Municipal Levy** X **Building Permit** __ **Reserve** __ **Other** __ **Water** __ **Sewer** __

Detail:

Background and Current Service Level:

Currently residential users are allowed 3 free waste receptacles per week while ICI customers are allowed 12 free waste receptacles per week. Each receptacle has a weight limit of 35lbs and volume limit of 33gallons. Therefore, residents have the option to discard just over 100 lbs/100gallons of waste per week.

Council also approved a user pay system for garbage collection for 2020 which included receptacle/bag tags sold at \$1/tag and allowed residents to put out up to 4 additional tagged waste receptacles to the curb per week. The number of free receptacles, which is 3, never changed and therefore, there have been a very minimal number of tags sold (1000 YTD). This allowed for waste receptacle tags to be out in the community and begin the communication strategy to the public. Since tags were made available just over a year ago there have been no complaints or issues with the waste receptacle tags from the contractor or residential users.

Two Free Bags for Residential Users & Ten Free Bags for ICI Users

The current contract for garbage collection with Miller Waste has the provision for a partial User Pay Collection Program. Contractor costs to the City would not change however additional revenue would be realized through the already existing bag tag system. This service change would see the reduction from 3 free waste receptacles to 2 free waste receptacles per week. The increased annual cost to a household would be dependent on the number of waste receptacles put out each week. Currently households put out approximately 1.5 receptacles per week. This means that most households would not require purchasing additional tags. There are, however, residents who will choose to put out more than 2 receptacles out of convenience. Therefore, a conservative estimate assumed half the households will put out 3 receptacles (1 tagged) quarterly. The increased annual cost to an ICI customer would also depend on how many receptacles they put out per week. Currently ICI customers are putting out an average of 9 per week. As a conservative estimate we have assumed half the ICI customers will put out an additional 2 receptacles (tagged) quarterly.

This service level change also includes the cost of a receptacle (bag) tag to go from \$1/bag to \$2/bag. The cost of recycling and garbage collection has gone up in the past year due to a renewal of the existing contract with Miller Waste. Also, the cost of \$2/tag is more in line with other Northern communities which do have partial User Pay systems including Sudbury, Thunder Bay, Sault. Ste. Marie.

If half of the residential households put out one additional bag 4 times per year the additional revenue would be \$75,284. There are an estimated 1,000 ICI customers that are currently entitled to put out 12 bags per week for garbage pickup. Their new free bag allotment would be 10 bags per week. If half the ICI customers put out 12 bags 4 times per year the additional revenue would be \$8,000. Therefore, total increased revenue of \$83,284.

This is a small revenue stream; however, the largest change is that this will encourage customers to recycle. The City of North Bay has completed garbage audits in the past and residential waste arriving at the landfill contains 30-40% recyclable items which are unnecessarily filling our landfill. The Merrick Landfill Site is a multi-million dollar City asset and space in the landfill is extremely valuable.

Typically when a full user pay system is put in place the amount of recyclables goes up by approx. 20-30%. As this is a partial user pay system, a cost estimate for increase in recyclables of 10% was estimated and would increase costs annually by \$45,000. It is expected that the annual volume of garbage will be decreased which will increase the life expectancy of the landfill. This is a significant long term cost savings but the actual amounts are difficult to calculate and have not been included in the analysis.

Each extra bag will need to be tagged and the cost of each tag is approximately \$0.07; therefore, \$3,000 of costs associated with the purchase of tags has been included.

It is critical that this service level change has a communication strategy. The communication strategy began when bag tags were rolled out in 2019. The City's environmental services department will work with the communications officer on this next phase of a partial user pay system to ensure the message to the public is clear and concise.

Note that the figures are annualized. Based on timing of budget approval, notification period and implementation, actual savings expected in 2021 would be approximately 50% of annualized numbers.

Link to Strategic Plan: Natural North and Near

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense	\$23,500		
(Revenue)	(\$41,642)		
Net Cost (Savings)	(\$18,142)		
<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
<u>N/A</u>			
<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense	\$47,000		
Year / Revenue	(\$83,284)		
Net Cost (Savings)	(\$36,284)		

Capital Requirements (if applicable): N/A

Service Level Reduction / Increase 2021

Description/Title: North Bay Jack Garland Airport Financial Operating Support

Service Enhancement or Reduction: Financial Operating Support

Public: In Camera: ____

Service Area/Business Unit: Service Partners **Department:** _____

Costing Center #: _____

Budget Impacted: Municipal Levy__ Building Permit__ Reserve Other__ Water__ Sewer__

Background:

Reports to Council IO 2020-12 and IO 2020-05 provide detailed background of the importance of the NBJG Airport to the City and the region. North Bay Jack Garland Airport (NBJGA) is as an important city and regional economic and community asset. It is used by local and export oriented businesses, plays an important role in transportation for critical healthcare scenarios and supports national and international strategic partnerships (Wing 22, NORAD, NATO).

Council Resolution No. 2020-218 (July 21, 2020) directed staff to identify through the 2021 Operating and Capital Budget preparation, the projected requirements for the continued operation of the North Bay Jack Garland Airport for 2021. Additionally, it directed staff to review and confirm the capital funding required so that it can continue to maintain the Airport in the 2021 Capital Budget deliberations. To date, the Airport has demonstrate prudent financial responsibility by reducing costs, applying for wage subsidy grants and implementing service level reductions in order to reduce their overall deficit. As a result, the Airport has not yet used any of the redirected capital dollars as approved in the above resolution.

The Airports 2020 projections along with the 2021 budget are attached. The Operational Subsidy requested was in the range of \$1.39 - 1.44 million. The amounts have been reduced by the 2020 operating subsidy provided through Phase 1 Safe Restart funding. As per CORP 2020-97 General Operating Variance as at September 30th, 2020 the Airport is preserving \$600,000 in their reserves in 2020 and will use these in 2021 prior to requesting funds from the City.

North Bay Jack Garland Airport will provide to the City updates at their regularly scheduled monthly meetings and through their scheduled bi-annual report their year to date and projected financial status through 2021. An annual amount of up to \$840,000 funded from the Economic Purposes reserve for the 2021 operations of the North Bay Jack Garland Airport.

It is recommended that the City approve an operating subsidy to the NBJGA Corporation of up to \$840,000 for the operation of the NBJG Airport in 2021.

Link to Strategic Plan:

Supporting the Airport is strategically important to the City. It is linked as follows to the City's Corporate Strategic Plan through the following priorities and objectives:

- 1) Economic Prosperity - Leverage North Bay's significant and unique assets to drive economic growth
- 2) Affordable Balanced Growth - Provide smart and cost effective services and programs to residents and businesses

- 3) Responsible and Responsive Government - Ensure the efficient and effective operations of the City with particular consideration to the impact of decisions on the property tax rate

<u>Current Year Budget Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Expense	\$840,000		
Year / Revenue -	(\$840,000)		
Net Cost (Savings)	\$0		

<u>Full Time Equivalent (FTE) Impact:</u>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>

<u>Future Years Budget Impact</u> <small>(only required for phased-in Service Level changes)</small>	<u>Admin. Option</u>	<u>Admin. Accepted</u>	<u>Committee Recommended</u>
Year / Expense			
Year / Revenue			
Net Cost (Savings)			

Capital Requirements (if applicable):

North Bay Jack Garland Airport

2021 Budget

	2020 BUDGET	2020 FORECAST	2021 BUDGET	Variance BUDGET	Variance FORECAST
Operating Revenues					
Aeronautical	\$1,470,500	\$748,646	\$233,000	(\$1,237,500)	(\$515,646)
Non-Aeronautical	\$971,303	\$956,860	\$494,023	(\$477,280)	(\$462,837)
CSU Revenue	\$321,100	\$288,350	\$235,850	(\$85,250)	(\$52,500)
Marketing and Development	\$76,000	\$118,094	\$0	(\$76,000)	(\$118,094)
Operational Subsidy	\$0	\$0	\$1,391,945	\$1,391,945	\$1,391,945
Total Operating Revenues	\$2,838,903	\$2,111,950	\$2,354,818	(\$484,085)	\$242,868

Operating Expenses					
Administration	\$1,151,895	\$1,019,327	\$981,611	\$170,284	\$37,716
General Operations	\$1,142,100	\$931,362	\$1,081,992	\$60,108	(\$150,630)
City Light Fleet Services	\$27,306	\$32,288	\$32,768	(\$5,462)	(\$480)
ParaBus	\$149,002	\$106,526	\$136,898	\$12,104	(\$30,372)
CSU Others	\$78,625	\$61,641	\$74,178	\$4,447	(\$12,537)
Marketing and Development	\$146,612	\$94,601	\$0	\$146,612	\$94,601
Total Operating Expenses	\$2,695,540	\$2,245,745	\$2,307,447	\$388,093	(\$61,702)
Operating Surplus/Deficit	\$143,363	(\$133,795)	\$47,371	(\$95,992)	\$181,166
Amortization Costs	140,000	\$0	\$47,371	\$92,629	(\$47,371)
Total Surplus /Deficit	\$3,363	(\$133,795)	\$0	\$3,363	(\$133,795)

Capital Funding Sources					
Transfer from Airport Reserves	\$142,619	\$0	\$0	(\$142,619)	\$0
City of North Bay	\$452,381	\$0	\$545,000	\$92,619	\$545,000
City of North Bay-ACAP	\$0	\$0	\$0	\$0	\$0
TC ACAP	\$0	\$0	\$0	\$0	\$0
Other Grants	\$0	\$0	\$0	\$0	\$0
Total Capital Revenues	\$595,000	\$0	\$545,000	(\$50,000)	\$545,000

Capital Expenses					
Airfield	\$0	\$0	\$500,000	(\$500,000)	(\$500,000)
Buildings	\$595,000	\$0	\$0	\$595,000	\$0
Equipment	\$0	\$0	\$45,000	(\$45,000)	(\$45,000)
Groundside	\$0	\$0	\$0	\$0	\$0
Total Capital Expenses	\$595,000	\$0	\$545,000	\$50,000	(\$545,000)
Income Deficit	\$0	\$0	\$0	\$0	\$0

STATEMENT OF RESTRICTED CASH ACCOUNT					
Beginning Balance	\$401,452	\$401,452	\$450,000		
Transfers To	\$48,548	\$48,548	\$0		
Transfers From		\$0	\$0		
End Balance	\$450,000	\$450,000	\$450,000	\$0	\$0

North Bay Jack Garland Airport

2021 Budget Revenue Change Projections

	2021 BUDGET	2021 Rev - 5%	2021 Rev -10%	2021 Rev +5%	2021 Rev +10%
Operating Revenues					
Aeronautical	\$233,000	\$221,350	\$209,700	\$244,650	\$256,300
Non-Aeronautical	\$494,023	\$469,322	\$444,621	\$518,724	\$543,425
CSU Revenue	\$235,850	\$224,058	\$212,265	\$247,643	\$259,435
Marketing and Development	\$0	\$0	\$0	\$0	\$0
Operational Subsidy	\$1,391,945	\$1,440,089	\$1,488,232	\$1,343,801	\$1,295,658
Total Operating Revenues	\$2,354,818	\$2,354,818	\$2,354,818	\$2,354,818	\$2,354,818

Operating Summary					
Administration	\$981,611	\$981,611	\$981,611	\$981,611	\$981,611
General Operations	\$1,081,992	\$1,081,992	\$1,081,992	\$1,081,992	\$1,081,992
City Light Fleet Service	\$32,768	\$32,768	\$32,768	\$32,768	\$32,768
Para Bus	\$136,898	\$136,898	\$136,898	\$136,898	\$136,898
CSU Others	\$74,178	\$74,178	\$74,178	\$74,178	\$74,178
Marketing and Development	\$0	\$0	\$0	\$0	\$0
Total Operating Summary	\$2,307,447	\$2,307,447	\$2,307,447	\$2,307,447	\$2,307,447
Operating Surplus/Deficit	\$47,371	\$47,371	\$47,371	\$47,371	\$47,371
Amortization Costs	\$47,371	\$47,371	\$47,371	\$47,371	\$47,371
Total Surplus/Deficit	\$0	\$0	(\$0)	(\$0)	\$0

Capital Funding Sources					
Transfer from Airport Reserves	\$0	\$0	\$0	\$0	\$0
City of North Bay	\$545,000	\$545,000	\$545,000	\$545,000	\$545,000
City of North Bay - ACAP	\$0	\$0	\$0	\$0	\$0
TC ACAP	\$0	\$0	\$0	\$0	\$0
Other Grants	\$0	\$0	\$0	\$0	\$0
Total Capital Revenues	\$545,000	\$545,000	\$545,000	\$545,000	\$545,000

Capital Summary					
Airfield	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Buildings	\$0	\$0	\$0	\$0	\$0
Equipment	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
Groundside	\$0	\$0	\$0	\$0	\$0
Total Capital Summary	\$545,000	\$545,000	\$545,000	\$545,000	\$545,000
Income Deficit	\$0	\$0	\$0	\$0	\$0

STATEMENT OF RETRICTED RESERVE CASH ACCOUNT					
Beginning Balance	\$401,452	\$401,452	\$401,452	\$401,452	\$401,452
Transfers to Reserves	\$48,548	\$48,548	\$48,548	\$48,548	\$48,548
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0
End Balance	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000